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ABSTRACT

The development and operations of the North Carolina Association for Institutional Research (NCAIR) are traced, with attention to specific meetings and activities. Events that led to the establishment of NCAIR are noted, including the work of the 1972-1973 planning committee. The association's mission is identified as: promoting professional development; providing for the dissemination of information and ideas; helping to advance postsecondary education; and fostering a cooperative spirit among institutional researchers. High points of each annual meeting during 1973-1978 are identified, including descriptive information about speeches and papers, along with title and author identification. Also covered are: the tenth and eleventh annual meetings, conferences (drive-ins) that are held between annual meetings, cooperation with other groups, special interest group series, the number of sessions since 1973, the locations of meetings, the number of visits to campuses, and NCAIR's leaders. Appendices include: excerpts from "Planning in North Carolina Higher Education and Its Impact on the Role of Institutional Research" (Allan J. Barwick); the NCAIR constitution and bylaws, information on drive-ins, 1976-1984; and an index. (SW)

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NCAIR — ITS STORY

A History of The North Carolina Association for Institutional Research

By
Robert M. Ussery
and
Leonard R. Ballou

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Preface

NCAIR - The North Carolina Association for Institutional Research - was conceived in a Florida hotel lobby and born in a North Carolina meeting room, in 1973. Subsequent thoughtful care of NCAIR resulted in organizational adulthood as of its 1982 Tenth Birthday celebration - a gala commemoration highlighted by suitably measured phrases and the distinction of a gubernatorial proclamation.

Many interesting vignettes make up the story of NCAIR. Fortunately, most of them are printable! Thus, Bob and I have tried to present that story, with much help from colleagues possessing inside information.

Bob Ussery was the initial author, spurred onward by his own desire for an organizational history; by Charlie Brown's 1977 suggestion to Bob that something be written "before memory dims completely"; and, since a special anniversary was near, the dandy excuse to wax historic. Len was equally interested - as a Charter Member, among other incentives - and agreed to Bob's request to lend a hand with finishing the opus. Len felt that his and Bob's school studies in music, math, and history ought to make a fine background for writing about institutional research! Anyhow, neither one of them saw anyone around with a major in institutional research, so those subjects looked as good as any for proper training to undertake writing this story. Furthermore, both men felt that bunches of footnotes merely bunioned the text, even though one had to sprinkle around a few just to look right; and that jargon like "supra," "ante," "verso," "recte," et cetera, best remained buried in relatively unsung,

unmourned theses, dissertations, and similar examples of whiz-bang scholarsnip. We just wanted to tell the NCAIR story. Also, it was a happy coincidence that Bob once had custody of the NCAIR archives and Len was the then-current custodian.

Despite all this, we have sought to achieve some degree of historical respectability, even though we had no qualms about being rather informal in presenting this story. We did turn to people in the know concerning NCAIR's background and we did glean information from NCAIR publications; from minutes of Executive Committee meetings; from Annual Meeting programs and minutes; and from other NCAIR documents, including letters, memoranda, and drive-in materials. We also used our own recollections.

We also sought balance - balance between pursuit of trivia versus so olympian a vista as to obliterate the very individuals who, after all, caused NCAIR to be born, firm-up, and flourish. We hope we have achieved at least the semblance of such a narrative.

We are immeasurably grateful to all who contributed to improving our efforts. However, we take full responsibility for all 'unfacts' which may have managed to hide in the narrative despite considerable scrutiny. We also want to thank Emily Hall (East Carolina University), Nancy Lee, Doretha Banks, and Gladys Banks (Elizabeth City State University) for their long-standing support of the authors' assorted NCAIR doings; these ladies did have other responsibilities, after all. Most of all, we hope readers enjoy this story (history) of The North

Carolina Association for Institutional Research as much as we have found pleasure in being among its members, and in constructing this memento of the organization. May its second decade generate even more vivid memories than its first!

- - - Robert M. Ussery
East Carolina University

- - - Leonard R. Ballou
Elizabeth City State University

March 1985

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A Preview

There was the time in 1982 when the Governor of North Carolina directed that the following words be written for his signature:

> WHEREAS, institutional research has a long history as a function in higher education, but a short history as an organization; and
>
> . . . . . .
>
> WHEREAS, the growth of the higher education industry has brought an increased need for accountability by individual institutions and formalized institutional research has been seen as an answer to this need; and
>
> . . . . . .
>
> WHEREAS, the North Carolina Association of Institutional Research is conducting its tenth annual meeting at the Plantation Inn, Raleigh, North Carolina ...; now
>
> THEREFORE, I, James B. Hunt, Jr., Governor of the State of North Carolina, do hereby proclaim November 11, 1982, as
>
> NCAIR DAY
>
> in North Carolina and join our citizens in this recognition.

. . . . . .

Almost exactly one year later, on November 3, 1983, former Governor Robert W. Scott, President of North Carolina's Community College System, provided The North Carolina Association for Institutional Research (NCAIR) with these memorable thoughts:

> "Ladies and Gentlemen, I am very pleased to be here with you today, and to have a few minutes to talk with you about why I believe that research and planning professionals are vital to

the success of our educational systems in North Carolina.

. . . . . .

"... [W]ithout the facts, and information, and guidance you provide to the administrators on your campuses, and to administrators like myself, we wouldn't be able to make the informed decisions necessary to better all of our institutions.

. . . . . .

"Sometimes I wonder, if along with all your information, you haven't already made the decisions for us.

. . . . . .

"There are major issues facing our institutions that will require major decisions. But they are decisions that will be made more easily and more soundly with your help.

. . . . . .

"... [I]t's going to take a great deal of work and cooperation throughout all of our institutions of higher education, to ensure that the people of this State receive the education they have come to regard as a right and privilege.

"... I am eager to see how you plan to handle the struggles that will come in the future, as well as the problems you struggle with now.

"But, above all, I want to thank you for your dedication, your insight, and your advice. Solid decisions have been

made, and policies have been developed, for the good of your students and the economy of this State, and the future of our people.

"I don't know if you have ever been told how much you have been appreciated, how we never could have gotten this far without you, and how much more work is waiting for you back at your offices when you leave this conference.

"And when you go back, I encourage each of you to keep up the good work we have come to expect from you ... and to assist your administrators by giving them the benefit of the best research and planning guidance you can give."

Considering such statements from Governors Hunt and Scott, and considering still another statement, "Institutional Research people seem to be an unceremonious lot," coming from an NCAIR Founder to an incumbent NCAIR Secretary, what was it that won for NCAIR the personal, highly favorable attention of two governors, a Speaker of the North Carolina House of Representatives and at least four other distinguished members of the North Carolina General Assembly? What caused the same attitudes from the President of The University of North Carolina, not less than eleven chief executive officers of North Carolina colleges and universities, and no fewer than eight of twenty national presidents of

The Association for Institutional Research? We suspect that one answer may lie in the collective charisma of The North Carolina Association for Institutional Research, many of whose members have achieved distinction far beyond the once prevalent view that "institutional research" was exactly equivalent to filling boxes and blank spaces in interminable questionnaires, surveys, and other escapees from the academic zoo.

In any event, a closer look at NCAIR - its origin and evolution - may afford a basis for readers' forming their own answers to those questions. And what readers think can help NCAIR to become even better!

2. Background for a State Association

In tracing the rationale for statewide institutional research organizations generally and NCAIR specifically, invaluable assistance came from information in NCAIR's Inaugural Proceedings (1973) edited by Charles I. Brown. Thus, this part of the narrative makes liberal use of quotations and paraphrases from that source, including Dr. Brown's own statement of the origin of NCAIR. Also very informative is Allen J. Barwick's 1977 paper tracing institutional research as a concept and reality within North Carolina. (Because of the importance of this paper and Dr. Barwick's keen interest in the formation of the Association, excerpts from that document may be found in Appendix A.)

The general background and leadership provided by The Association for Institutional Research (AIR) deserves to be mentioned first as an important contributor to the birth of The North Carolina Association for Institutional Research. In particular, the growth of AIR as an international body; the subsequent adoption and push given by this parent body to the belief that both the philosophic and practical interests and purposes of viable institutional research programs could best be served through state and regional associations; and the establishment of precedent state associations in New York, Florida, Louisiana, and California - among other places, all added impetus to feeling the need for a cognate group in North Carolina. Furthermore,

the state associations which were already established provided a feature or two for NCAIR to model upon.

Second, was the occurrence of a cluster of events within North Carolina that, in retrospect, may be clearly seen now as the first direct links to NCAIR. Chief among these events were: (1) a much-indicated need in 1965-1966 for long-range planning studies at the state-supported colleges and universities; (2) the appointment of temporary directors of institutional research to conduct the studies at the several state institutions that did not have this particular office; (3) the interests and efforts of Cameron P. West, implementer of the Long-Range Study (i.e., Planning for Higher Education in North Carolina, State Board of Higher Education, 1968) and later the Director of the North Carolina State Board of Higher Education, who was able to convince the 1968 General Assembly of North Carolina that both short- and long-range management of state-supported colleges and universities would be enhanced by continuing, on a permanent basis, the locally-based but statewide coordinated offices of institutional research.

A third step taken toward NCAIR was the creation of the Regional Laboratory of the Carolinas and Virginia (RELCV) in 1966-1967, by Everett H. Hopkins, et al. The relevance of this event to the founding of NCAIR is that the need for a greater measure of cooperation and communication was implanted at the first RELCV Workshop, held at Montreat-Anderson College, Black Mountain, North Carolina, and subsequently

reinforced at all other RELCV-sponsored training programs held at various places throughout the State. The influence of RELCV on institutional research within the State continued under its successor organization, the National Laboratory for Higher Education, headquartered in Durham, now defunct, and affectionately dubbed "Nellie."

Fourth in the enumeration of factors that sparked and then sustained the belief or idea that there was a need for the sharing of experiences beyond the requirements of the state were the periodic meetings held by the North Carolina State Board of Higher Education for all institutional research-related personnel. These meetings were presided over by Cameron West, and later by Allen Barwick, then Coordinator of Institutional Research, The University of North Carolina (UNC)-General Administration.[1] Of particular note was a meeting in Boone, North Carolina at Appalachian State University on August 5-6, 1970, at which an attempt was made to create a statewide organization which, among other objectives, would have encouraged a working relationship between institutional research, data processing, and other appropriate

---

[1] Further illustrative of Dr. Barwick's enormously helpful role in aiding fledgling and recently-established institutional research offices in getting off the ground and becoming better acclimatized to the exercise, is his April 1, 1969 Memorandum to directors of institutional research conveying Paul L. Dressel's "A Comprehensive and Continuing Program of Institutional Research" and the July 25, 1966 address on "The Role of Institutional Research in American Higher Education - An Overview" presented by W. Hugh Stickler to a Conference on Institutional Long-Range Planning held by the State Board of Higher Education. That 1966 event at Board headquarters (Raleigh's Methodist Building) was a kickoff for statewide planning mechanics. As alluded to (p. 6), one ultimate result was Legislative appropriation of some $600,000 to fund a director and part-time secretary (fulltime on some campuses). Resultant offices funneled data for the 1968 Long-Range Plan.

personnel at all institutions of higher learning within the State. (Appendix B contains the objectives and resolutions formed at that Conference.) Although this group never came into being, the effort should be viewed as a direct forerunner of NCAIR. This is because: (1) it focused direct attention on the need for statewide organization of those active in institutional research endeavors; (2) it served as a "workshop" on the mechanics of founding such an organization; and (3) almost all of the individuals who subsequently founded NCAIR were enthusiastic participants at the Boone meeting.

The [illegible]th factor centers around an individual who, more than any other person or event, was instrumental in the founding of NCAIR. During a two-year term as Member-at-Large with the national Executive Committee of The Association for Institutional Research, 1970-1972, Charles I. Brown became more than ever convinced that the philosophies and operational aspects of institutional research could be expeditiously shared and exchanged at the state level. At his instigation, lengthy discussions occurred among the several institutional research persons who attended the 11th AIR Forum (1971) in Denver. In 1972, at the 12th AIR Forum in Miami Beach, he again raised the much-discussed question at an informal gathering of a small contingent of North Carolinians in attendance. Here, on this occasion and in the lobby of Miami Beach's Deauville Hotel, it became evident that the timing was right. The group resolved then and there to organize a statewide affiliate of AIR upon their return to North Carolina.

3. Inauguration

Volunteering their services to the purposes of forming a state institutional research association, an Ad Hoc Committee met three times during the Fall and Winter of 1972-1973, to plan and develop the steps necessary for achieving organization. Members of the Committee were:

Allen J. Barwick	-	Coordinator of Institutional Research, UNC-General Administration
Harry S. Blanton	-	President, National Laboratory for Higher Education (NLHE)
Charles I. Brown (Chairman)	-	Associate Professor of Education, Fayetteville State University
Jones E. Jeffries	-	Associate Director of Institutional Research, North Carolina Central University
Edward A. Nelsen	-	Director of Research, North Carolina Central University
Robert E. Reiman	-	Dean of Research Services, Appalachian State University
Gloria R. Scott	-	Director of Institutional Research, North Carolina Agricultural and Technical State University
Thomas H. Stafford Jr.	-	Director of Student Affairs Research, North Carolina State University
Norman P. Uhl	-	Professor, North Carolina Central University
Robert M. Ussery	-	Director of Institutional Research, East Carolina University

Dr. Elmo V. Roesler (Appalachian State University) was a later member of this Ad Hoc Committee.

This group met on September 26, 1972, in Greensboro and on December 5, 1972, in Fayetteville, to develop a draft of the constitutional framework. Gloria Scott provided noteworthy direction in this endeavor in that she prepared the first draft of a proposed Constitution and Bylaws. The Committee met again on January 16, 1973, in Durham, to finalize the proposed Constitution and Bylaws and the agenda for the Inaugural Meeting.

The Charter (or Inaugural) Meeting was announced in a letter dated January 4, 1973 (which had been drafted the preceding December 5th), sent out by the Committee and signed by Chairman Brown. It was sent to everyone in the state who was known or thought to engage in institutional research activities. The letter was also sent to the presidents and chancellors of all higher education institutions including public and private colleges, universities, and technical institutes as well as to members of other organizations in the state engaging in educational research. It announced that the NORTH CAROLINA ASSOCIATION FOR INSTITUTIONAL RESEARCH (NCAIR) would be officially organized on January 24, 1973, in the UNC-General Administration Building in Chapel Hill, and invited attendance and charter membership.

In response to this, nearly 100 persons interested in institutional research did meet on January 24, 1973 at the Board of Governors Auditorium, General Administration, The University of North Carolina, Chapel

Hill, North Carolina, for an all-day session devoted to the purpose of founding NCAIR. The meeting was convened at 10:00 a.m. by Allen Barwick, Temporary Presiding Officer who, after stating the purpose of the meeting, recognized several individuals who made salutatory remarks. Greetings and statements were given by Dr. William C. Friday, President of The University of North Carolina; Dr. Junius A. Davis, Director of the Southeastern Office (in Durham) of Educational Testing Service; and Mr. E. George Beatty Jr., Associate Programmer, National Center for Higher Education Management Systems (NCHEMS), Boulder, Colorado.[2] The best wishes of Dr. Joseph T. Sutton, President of The Association for Institutional Research, and Dr. Harry S. Blanton, President of NLHE, were conveyed by Chairman Brown.

Highlights of the meeting included a keynote address by Dr. Cameron West, Vice President for Planning, University of North Carolina-General Administration; a Resolution to organize (which was adopted), presented by Dr. Thomas H. Stafford Jr.; election of Dr. Brown as Chairman pro tem and Robert M. Ussery as Secretary pro tem; and presenting the draft of the Constitution and Bylaws by Dr. Gloria R. Scott. During the afternoon session, which convened at 1:00 p.m., the Constitution and Bylaws were ratified following discussion and relatively few changes in

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[2] The same day he received NCAIR's Inaugural Proceedings, Sidney Suslow in California sent a letter (October 1, 1973) which rather vigorously clarified the origin of the Induced Course Load Matrix (ICLM) - referred to, in Mr. Beatty's remarks. Both gentlemen experienced being President of AIR - the latter, the first Black to do so.

the draft text. (Appendix C contains the entire Constitution and Bylaws as originally ratified, a copy of the letter of invitation, and the January 1973 Agenda.) Interesting was a 21-16 vote that amendments require 2/3 favorable rather than majority favorable vote. Perhaps that was a founding caution - via the 16 "nays" - that NCAIR did not wish to be either ultra formal or overly stiff in its processes.

With ratification of the Constitution and Bylaws, NCAIR had its official role and scope, stated as Article II - Purposes. This statement, which has remained unchanged through the years, gives the following Mission for the Association:

> The major purposes of this Association shall be: (1) to provide for professional development; (2) to provide for the dissemination of information and the interchange of ideas on problems of common interest; (3) to contribute to the advancement of post secondary education in its fullest and broadest implications; and (4) to foster a friendly spirit of unity and cooperation among persons having interests and activities related to institutional research.

Dr. Norman P. Uhl, chairman of the Nominating Committee, presented a slate of officers which was adopted with no changes from the floor. Thus, the Charter Officers became: Robert E. Reiman (Appalachian State University) - President; Gloria R. Scott (North Carolina Agricultural and Technical State University) - Vice President; Robert M. Ussery (East Carolina University) - Secretary; S. Aaron Hyatt (Western Carolina University) - Treasurer; and Members-at-Large Edward A. Nelsen (North Carolina Central University) and Stover Dunagan (Isothermal Community College). These persons comprised the Association's first Executive

Committee. President Reiman thanked the assembly for the vote of confidence, and called upon those present to provide support of the fledgling Association. (A full account of all these activities may be found in Inaugural Proceedings of the North Carolina Association for Institutional Research, 1973.)

No sooner than the Charter Meeting adjourned at 2:30 p.m., the Executive Committee had its first session. Its primary thrust was to formulate organizational mechanics. Various form letters were to be devised; Ussery was to get together a general membership form; Hyatt was to open an account so that the Association's treasury (when it got something in it) would have a nice comfortable home; and Scott was to finalize the text of the newly-ratified Constitution and Bylaws. The Committee also desired that Brown compile a documentary account of the Association's formation. Having made these decisions, the Committee - nicely representative of North Carolina's postsecondary educational institutions and its geography - thereupon adjourned its deliberations at 3:15 p.m. NCAIR was off and running!

A year earlier, in 1972, former AIR President Sidney Suslow's A Declaration on Institutional Research ("based on a special conference on the future of institutional research ... at Shakertown at Pleasant Hill, Kentucky, March 29 through April 1, 1971") reached print. Sections 1 and 2 said "Institutional Research is an Attitude [and] ... an Active Role." These Section headings could characterize the Chapel

Hill activities of January 1973, when NCAIR made its own Declaration. Its attitude was unquestionably positive; its role, laudably active; its future, bright.

4. Organizational Maturation

NCAIR lost no time in moving itself forward. Beginning with the January 1973 Executive Committee meeting, events of the ensuing months and years reflected an Association developing itself organizationally and achieving stability.

To select some illustrations, just a month after the Charter Meeting, the Executive Committee was again in session, this time at A & T State University, on February 27. At that point, Treasurer Hyatt reported, NCAIR had 24 individual and 5 institutional paid memberships, at the respective rates of $5 and $25. Significantly, those dues rates, though assaulted from time to time, would hold their own through at least the first part of 1985. Much else could and did change but somehow, NCAIR - like San Francisco and its cable car - held fast to its Five and Twenty-five. But back to the Executive Committee's second-ever meeting!

Among the concensus items was the desire for a "coordinator of news"; that offers of Charter Membership be held open until April 24, 1973; that the first Annual Meeting needed planning and that possibly it could occur in conjunction with the North Carolina Association of

Colleges and Universities (NCACU); and that the Treasurer be bonded - if the cost was not more than twenty-five dollars. For the news matter, it would be a topic repeatedly broached and deferred for many more years. More productive was President Bob Reiman's proposal that there be a logo competition, with a year's free membership for creators of the "top three selections."

Two months later to the day (April 27, 1973), the Committee was in Spindale at Isothermal Community College. NCAIR now had 65 paid members. The Committee discussed Annual Meeting plans and approved a "presidential newsletter." The Committee also made history. President Reiman's suggestion had indeed resulted in a Logo design and with the Committee's enthusiastic approval of it, NCAIR gained its official symbol. (More prosaic but as important, a 4-item budget was approved.)

This symbol was created by Satoru Tanabe Matsumoto of East Carolina University's Office of Institutional Research. Subsequent to its adoption, Secretary Ussery suggested that NCAIR show its appreciation for Mr. Matsumoto's creative efforts by designating him as an Honorary Life Member of NCAIR. The idea won concurrence and Satoru Matsumoto could take that distinction with him when he later returned to Japan.

Since its adoption in 1973, NCAIR has used its Logo thousands of times. With all due modesty, one hopes that, somewhere in the future, it will become an internationally famous fixture in the firmament of symbolism.

NCAIR did indeed begin gaining visibility early in its history - even if its Logo still had to wait a bit before it attained instant international recognition. One example of the Association's growing luminosity was cited just a few pages back (supra, if one must be more dignified) when the Inaugural Proceedings elicited a late-1973 letter from Dr. Suslow in California. Other examples were provided by Charlie Brown in his November 28, 1977 letter to Bob Ussery.

Dr. Brown, in helping to provide historical nuggets, pointed out that the "impact of NCAIR and its initial publication was almost immediately felt as a surge of requests for how-did-you-do-it information came in first from Illinois and then from Massachusetts, and these in turn were followed by requests from Mississippi, Louisiana, Georgia, South Carolina, Virginia, West Virginia, Maryland, Texas, and Alabama." Still another illustration comes from the December 17, 1974 letter written to NCAIR Secretary Ussery by NCAIR Vice President Julian C. Wingfield Jr. (then Director of Operations Research and Information in the State Board of Education's Department of Community Colleges). "Please send me about a dozen application forms for membership," he wrote with quiet enthusiasm. "I have already had some requests ... as a result of the attached notice." The "attached notice" was the December 1974 issue of the Department's Bulletin, whose first paragraph mentioned the "second annual forum" of NCAIR "last month in Winston-Salem"; that NCAIR had "almost 100" members representing "institutional research personnel from the public and

private post-secondary institutions in North Carolina and others interested in institutional research, its methodologies and findings." It also announced Vice President Wingfield's election and advised prospective members of NCAIR to contact him. Also interesting was use of "forum" - consciously or not - in reference to NCAIR's Annual Meeting. Such, quite probably, is AIR's influence!

Clearly, NCAIR was making its mark. It was also clear that, by 1974, the Association had accomplished the second occurrence of perhaps its major endeavor: its Annual Meeting. Accordingly, we should hasten back to 1973, when much activity was in evidence in preparation for the very first Annual Meeting of NCAIR.

The Executive Committee had convened on July 5, 1973, at North Carolina Central University. One of the main subjects was the fact that members had expressed themselves concerning the nature of the proposed November 1973 Annual Meeting. This had occurred because President Reiman's "newsletter" actually had surveyed desires of the-then 66 members. There was a relatively large response - 49 returns (74%). Among the significant items was that most members wanted NCAIR to have its meeting in conjunction with NCACU.

Next, the Executive Committee went to Charlotte and convened on September 17, 1973 at the Downtowner East Motel - to be the site of the First Annual Meeting. The program planning neared finality during that meeting which, of course, was the most important activity. Several other organizational matters also took shape. A five-person Nominating

Committee was formed: Dr. Edwin R. Chapman (Western Piedmont Community College), chairman, with Dr. Lillian Y. Lehman (University of North Carolina at Chapel Hill) and Messrs. Angus D. Small (North Carolina Ag. & Technical), John R. Meakins (Coastal Carolina Community College), and Gordon W. Robinson (St. Augustine's College) as members. An Auditing Committee was also constituted: Messrs. Eric L. Brady (Southwestern Technical College), Elmo V. Roesler, and Gary Melville (Haywood Technical College).[3] Lastly, Satoru Tanabe Matsumoto and Wanda B. Fisher (University of North Carolina at Charlotte) were named for Registration duties while Dr. Ben H. Romine (University of North Carolina at Charlotte) and Secretary Ussery would "supervise" such activity. Four workshops were proposed and Allen Barwick agreed to nail down a speaker.

Now, most things were in readiness for the First Annual Meeting of The North Carolina Association for Institutional Research. Many persons had worked hard to move the organization to this point, and understandably they would hope for a successful occasion, perhaps with just a bit of nervousness. Events would prove, however, that the officers had planned well, with the conference reflecting interests of the membership at large; that the conference provided insight into the workings of institutional research in state-level and other terms; and that such a gathering could indeed foster warmer relationships among its practitioners.

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[3] Throughout this narrative, institutions are designated by their current names. For example, many former Technical "Institutes" are now known as Technical "Colleges."

Given their prime importance, we might examine the first and subsequent Annual Meetings in more detail. For more than a few members, the Annual Meetings would come to be something of a Homecoming.

5. Annual Meetings, 1973-1978

Annual Meetings for NCAIR have been generally held during the first week in November. Each meeting is developed around a central theme, with a variety of presentation formats, including papers, workshops, panel talks with reaction and discussion, and special interest groups.

The First Annual Meeting of The North Carolina Association for Institutional Research was convened on October 31 and November 1, 1973, at the Downtowner East Motel in Charlotte, North Carolina. President Robert E. Reiman presided.

High points of the meeting, which was attended by over 60 individuals, were two memorable addresses: first, the Keynote Address, "Changing Demands of The Institutional Research Practitioner," by President Reiman; and secondly, the after-dinner address, "What You Can Do for Us," by Dr. Charles D. Hounshell, Vice Chancellor for Administration, University of North Carolina at Greensboro. During the Business Session, Nominating Committee Chairman Edwin R. Chapman presented the slate of officers for 1973-1974. Officers elected were: Robert E. Reiman, President; Gloria R. Scott, Vice President; Robert M. Ussery, Secretary; S. Aaron Hyatt, Treasurer; Charles I. Brown and Edward A. Nelsen,

Members-at-Large. Wisely, the Association had left its Charter Officers in place, with the only exception being the change from Mr. Dunagan to Mr. Brown. It was also significant that the Secretary could report 71 active members at that point - with 94% of them being Charter Members. And NCAIR had in fact met in conjunction with NCACU, as had been so long desired.

The Proceedings of that meeting, The Institutional Research Practitioner: Problems, Processes, and Procedures, contain a more detailed account of the First Annual Meeting; and one such item is repeated here, in order to get a better 'flavor' of that historic event. Proceedings Editor Charles I. Brown recorded this first-hand impression:

> On Wednesday, October 1st, Halloween Day, I ... drove all the way to Charlotte accompanied by the same nagging doubt that had been with me the night and week before as to whether NCAIR's 1st Annual Meeting would be filled to overflowing as the Inaugural Program in Chapel Hill earlier in the year had been or whether the meeting would be exclusively attended by the Executive Committee and ... those mentioned on the Program. [A]s it turned out I needed not to have worried because NCAIR's 1st Annual Meeting had a two-day attendance of close to 100. The 100, or nearly so, attenders stretched from members of NCAIR; to non-members (who were for the most part members of the North Carolina Association of Colleges and Universities); to observers from Georgia, Tennessee, and West Virginia who wanted to know how to organize an institutional research association at the state level ....
>
> Over and beyond the pre-registration figure of 40 given me by BOB USSERY, I should recount that the very first ... intimation I had that NCAIR would do alright attendance-wise was when I over-heard one Realtor (as Association of Realtors was meeting on

> the same floor as NCAIR) saying to another, "May, let's not go back to our conference, let's go to NCAIR instead."
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> . . . . . .
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> The Business or third General Session, presided over by President ROBERT REIMAN ... [a]s all of the foregoing meetings had been ..., was a beautiful meeting, the major activities accomplished above the restrained comments of self-congratulations and the extension of verbal accolades to a very cooperative membership ... [including] ... a number of excellent ideas by the membership as to how NCAIR might continue and even improve upon its current level of prosperity and influence.

The Second Annual Meeting was held on November 6 and 7, 1974, at the Hyatt Regency Hotel in Winston-Salem, North Carolina. President Reiman presided over the gathering of approximately 70 individuals representing a variety of institutional and organizational affiliations. A memorable high point of the meeting was the dinner address, "Institutional Research: The Sparkplug of Academic Progress," by Dr. Robert W. Williams, Associate Vice President for Academic Affairs, University of North Carolina-General Administration. The full text of Dr. Williams' presentation is included in the 1974 Proceedings, entitled, Long-Range Planning, Attrition/Retention, and Graduate Follow-up Studies. During the Business Session, Nominating Committeeman Steve Lail (Catawba Valley Technical College), reporting for Chairman Leonard R. Ballou (Elizabeth City State University), presented the slate of officers for 1974-1975. Officers elected were: Thomas H. Stafford Jr., President; Julian C. Wingfield Jr., Vice President; Robert M. Ussery,

Secretary; S. Aaron Hyatt, Treasurer; Charles I. Brown and Benjamin H. Seelbinder (Wake Forest University), Members-at-Large.

This 1974 session of the Association had been put together with wider member involvement since NCAIR had authorized its first Program Committee during the December 18, 1973 Executive Committee meeting in Charlotte. The Committee was chaired by Tom Stafford and included in its membership Ed Chapman, William A. Eagles (Winston-Salem State University), Wanda B. Fisher, and John R. Meakins.

The Third Annual Meeting was located in Boone, North Carolina, at the Appalachian State University Continuing Education Center. President Stafford presided over the November 5-6, 1975 meeting focusing on enrollment projections. Approximately 70 individuals attended. The program was constructed around two major components: enrollment projection studies, and student retention and progression studies. Allen Barwick and Thomas Stafford jointly presented a cornerstone paper, "Statewide Enrollment Projections for North Carolina, 1975-80," and Dr. Cameron West, then President of the North Carolina Association of Independent Colleges and Universities, made an informative and delightful after-dinner speech. Another gem was the contribution by Dr. James R. Montgomery (Virginia Polytechnic Institute and State University): "How to Succeed in Institutional Research by Really Trying." His workable recipe had precisely 37 lines of typed text! During the Business Session, Nominating Committee Chairman Linda F. Balfour (University of

North Carolina-General Administration) presented the slate of officers for 1975-1976. Officers elected were: Thomas H. Stafford Jr., President; Donald J. Reichard (University of North Carolina at Greensboro), Vice President; Dianna B. Morris (East Carolina University), Secretary; Ben M. Seelbinder, Treasurer; Marjorie H. White (North Carolina Agricultural and Technical State University) and Julian C. Wingfield Jr., Members-at-Large.

The Proceedings, Report Card on Enrollment Projections, include a more detailed account of the Third Annual Meeting in 1975. Among significant items in that document is the highlighting of a meeting component known as "Special Interest Studies" (or "Table Topics") which had existed in both the 1974 and 1975 annual conferences. Editor Brown wrote of this feature that it "provides the institutional research practitioner an opportunity to 'showcase' the new ideas, approaches and wares that are in the process of development, formulation, experimentation and trial at their respective institutions .... [T]his declared intent or founding stone [of NCAIR] has been sustained ...."

Besides "Table Topics" as a meeting component, another structure to help sustain NCAIR was its Membership Committee. President Reiman had "appointed Charles Brown as Chairman, and Robert Ussery as Ex Officio member" of the first such Committee during the February 27, 1973 Executive Committee meeting at A & T State University. Once established, the Committee sought ways not only of increasing membership, but also

attendance at Annual Meetings. When the Executive Committee had reconvened (for its third session) on April 27, 1973, at Isothermal Community College, Chairman Brown could report that, of five members suggested in February, three had agreed to serve and thus complete the roster of the first five-person Membership Committee.* Those individuals were: Virginia W. Buchanan (Montreat-Anderson College), William M. Deloach (Caldwell Community College and Technical Institute), and Charles G. Foskey (University of North Carolina at Chapel Hill). Even that early in the Association's history, the quest for participation from all segments of North Carolina's higher education community continued to be evident; the Membership Committee represented public and private schools and the Community College System. The second Membership Committee (appointed during the Executive Committee's December 6, 1974 meeting at Wake Forest University) had almost the same balance: Mr. Brown, chairman, and Messrs. Allen Barwick, Bob Ussery, and Julian Wingfield.

In addition to the Membership Committee, the Program Committee concept was continued. During that same December 1974 Executive Committee session, William Eagles took on a second term as Program Committee sparkplug and was joined by the following members: Linda Balfour, William C. Hubbard (Appalachian State University), Paul Kirby (Central Piedmont Community College), James A. Moncure (Elon College), and Marjorie H. White. This, the second Program Committee, was the group having significant responsibility for engineering the 1975 Annual Meeting.

* This official group followed NCAIR's really initial Committee - the "Temporary" one formed January 24, 1973 and consisting of President Reiman, Secretary Ussery, and Treasurer Hyatt.

The Fourth Annual Meeting was convened on November 3 and 4, 1976, at the Four Seasons Holiday Inn (Greensboro, North Carolina) with President Stafford presiding. Two noteworthy aspects of the meeting, which was attended by over 70 individuals, were first, a timely address, "What Every Legislator Wants to Know about Higher Education, But Doesn't Know How to Ask," by The Honorable Henry E. Frye, North Carolina Representative and Member of the House Committee on Higher Education; and secondly, an outstanding dinner address, "Institutional Research Lessons Learned through Hard Experience," by Dr. James W. Firnberg, President of The Association for Institutional Research and Coordinator of Institutional Research, Louisiana State University. The texts of each of these presentations are included in the 1976 Proceedings, Report Card: Functional Models of Institutional Research. During the Business Session, Robert Ussery asked for and received formal action that NCAIR did endorse Dr. Firnberg's request to support the Federal Interagency Task Force on reducing the federal paperwork burden. In other developments, Charles Brown called for establishment of a Publications Committee and newsletter and the Association - perhaps forgetting momentarily that it had already accomplished such action - voted to seek NCACU affiliation. (NCAIR received reaffirmation of affiliation in February 1977.)

Another important action during the 1976 Annual Meeting was amending the Constitution for the first time in the history of the Association. Amendments concerned duties of officers, succession, composition of the Executive Committee, and membership dues. The matter of

officers' duties was converting the office of Vice President into the office of President-elect, the incumbent to be automatic chairman of the Program Committee. (This had been proposed in the 1975 Annual Meeting and in the preceding Executive Committee meeting in October 1975.) Succession dealt with differentiation of Secretary's and Treasurer's terms of office, in contrast to those for the President and President-elect. Executive Committee composition was merely a title change, while membership dues only dealt with the dues-payment schedule, not a change in cost. (A copy of the amended Constitution is included in the 1976 Proceedings, as its Appendix A.) Next, President Stafford, reporting for Nominating Committee Chairman Allen Barwick, presented the Committee's slate of officers for 1976-1977. Officers elected were: Donald J. Reichard, President; Benjamin H. Romine, President-elect - thus becoming the first to formally hold that office; Dianna B. Morris, Secretary; Ben M. Seelbinder, Treasurer; Edwin R. Chapman and Marjorie H. White, Members-at-Large.

An NCAIR Founder had been sufficiently impressed by the Fourth Annual Meeting to pause and take the measure of the Association, now that it was three years old by the calendar but much more mature in terms of development. Proceedings Editor Charles Brown recorded the following thoughts concerning NCAIR as a whole and, more specifically, some stellar features of the 1976 Annual Meeting. In his "Preface," he wrote:

> Nursed by Robert Reiman, the first president of the North Carolina Association for Institutional Researchers [sic], in its first two years of existence to a state of promising viability, the helm of NCAIR was next assumed by Thomas Stafford and it has been under his leadership that the Association has "come of age" and that the promise has been made real.

Next, he addresed a political climate that had resulted in successes for NCAIR:

> None of us will soon forget that 1976 was not only a presidential election year, but an election year where many other ... political offices were up for grabs as well. With this thought in mind and in exercise of commendable foresight as to who among the local politicos would emerge victorious in the November 2nd balloting, the Program Committee was not only prophetic but was also sufficiently persuasive to inveigle not one, but two duly re-elected officials to grace its rostrum - North Carolina Senator, the Honorable Kathy Sebo from Guilford County and North Carolina Representative and Member of the House Committee on Higher Education, the Honorable Henry E. Frye. It is, therefore, almost needless to say that this triumph was the most politically celebrated pair to ever accept an NCAIR invitation and thereby made for the unveiling of the most auspicious first of the meetings.[4]

Editor Brown then turned to the attention NCAIR had received from AIR presidents:

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[4] The Editor delicately omitted an NCAIR Program Committee 'offer which could not be refused'. Chairman Don Reichard's June 24, 1976 letter to his group reminded members that, upon suggestion by "Raj" (Koosappa Rajsekhara of Barber-Scotia College), the Committee was enthusiastic about "an opening session topic which would focus upon higher education needs as seen by a state legislator." Dr. Reichard then reminded the Committee that it "agreed to marshall the NCAIR block vote for any candidate who would be willing to speak the day after the General Election." Senator Sebo and Representative Frye evidently could not resist such largesse!

> Heading the list of these names would, without question, be that of James W. Firnberg. The "first" claimed by Jim Firnberg is that he is the first "sitting" president of the Association for Institutional Research to address an NCAIR assemblage.
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> I recall that at the inaugural ceremonies of NCAIR, a telegraphed message of congratulations and well-wishes had been received from James [sic; Joseph] Sutton while he was still in office; and that Jim Montgomery, a past-president of AIR was in attendance at our second annual meeting in Winston-Salem, and was one of our featured speakers at our third annual meeting in Boone, so with the coming of a real live sitting president, the organizational hierarchy of AIR had been scaled and NCAIR socred its second major first of the day.

And as a codetta to those statements, Charlie Brown could not know it then, but in three years, he too would become a "first": in 1979, in recognition of the broad-ranging and tender loving care he had given to institutional research, he would become one of the first two persons ever to receive The Association for Institutional Research's "Outstanding Service Award."[5]

President Donald J. Reichard presided over the Fifth Annual Meeting, which took place at the Great Smokies Hilton Hotel in Asheville, North Carolina, on November 2 and 3, 1977. Approximately 70 individuals were

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[5] To show the true significance of this honor, one may quote phrases from criteria for the Award published by AIR in, e.g., its 1982-1983 Proceedings and Directory (pp. 118-119). OSA requires "noteworthy personal contributions to AIR"; recognizes "exemplary service and professional leadership"; requires "extraordinary and sustained contributions to [AIR] for ... at least five years"; represents "distinguished contributions to the broad field of institutional research." Needless to say, the Award is "bestowed sparingly."

in attendance. Dr. Junius A. Davis, an early supporter of institutional research and of NCAIR, spoke at the opening session on "The Institutional Researcher: Fat Cat or Enemy of the People." He encouraged his audience to broaden its concept of research to include a wider range of investigative approaches. The dinner address was by The Honorable Carl J. Stewart, Speaker of the North Carolina House of Representatives (who may well have heard about State Legislators being feted by NCAIR in 1976!), who discussed the needs and commitments of the State in regard to higher education and other areas. A highlight of the meeting featured Chancellor Charles "A" Lyons Jr., of Fayetteville State University, and a paper prepared by Richard H. Robinson Jr., Assistant to the President, University of North Carolina-General Administration. Chancellor Lyons traced the history of the Adams v. Califano case, and Mr. Robinson's paper (read by Dr. Charles Ray Coble Jr., also of UNC-General Administration) dealt with the position of The University (which is to say, The Board of Governors) and its response to HEW guidelines resulting from this case. At the Business Session, a Constitutional change, enlarging the Executive Committee from two to three members-at-large, was approved. (The Executive Committee had endorsed the idea during its September 9, 1977 meeting at North Carolina State University, "due to increasing membership and the benefit of more representation from community colleges, technical institutes, and private schools.") Following Nominating Committee Chairman Bob Reiman's presenting a slate for 1977-1978, officers elected were: Ben H. Romine, President; Ben M.

Seelbinder, President-elect; Dianna B. Morris, Secretary; Donald P. Altieri (Caldwell Community College and Technical Institute), Treasurer; Edwin R. Chapman, Sally M. Horner (Meredith College), and Timothy R. Sanford (University of North Carolina at Chapel Hill), Members-at-Large. The 1977 Proceedings, Issues/Higher Education/Institutional Research, include a more detailed account of this meeting.

The Sixth Annual Meeting on November 1-2, 1978 at Charlotte's Sheraton Center was convened by President Ben H. Romine, whose January 20, 1978 letter of announcement and invitation (when he was President-elect) made some very important points:

> Our organization has come a long way in a short time under very able leadership and with the active involvement of a lot of people. Our membership has grown and extends beyond the boundaries of North Carolina. We are being watched carefully by groups in other states who have established or are considering the establishment of similar organizations. Our function is becoming increasingly important and in many respects, more complex. These are exciting and frustrating times for institutional researchers and planners because they are important times for our institutions and the people they serve.

Some 55 persons gathered in Charlotte to view the prospects of the 1980's and the future role of institutional research in higher education. Dr. Billy O. Wireman, President of Queens College (Charlotte), gave much for thought in his address on "Old Values and New Realities." Referring to an overbuilt educational structure generally, he pointed out that new realities must include value- and career-orientation geared towards re-creating the relevancy of education. These ideas were

explored further in Dr. James R. Montgomery's after-dinner speech on "Surviving with the Uncertainties of the Future." Visiting NCAIR again from VPI, he asked his audience to prepare for probable increased federal and state regulation and policy-making; reduction of the traditional age 18-21 college population; and some assimilation by state government of institutional research or management-type techniques. Dr. Banks C. Talley Jr., Vice Chancellor for Student Affairs at North Carolina State University, led a panel on the second day which addressed "State Government and Higher Education in the 1980's: Implications for Institutional Research." Enrollments, faculty and professional staff, and financial aid for students were to him among critical concerns. The three panelists agreeing with and expanding upon Vice Chancellor Talley's remarks were all chief executive officers: Chancellor Thomas B. Brewer (East Carolina University), President John E. Weems (Meredith College), and President Raymond A. Stone (Sandhills Community College). They also suggested still other areas of operation for institutional research. Complementing these addresses and remarks were six groups which discussed possible future institutional research involvement in areas of Curricula, Faculty, Students, External Funding, Facilities, and Administration. Appropriately enough, the Business Session included Don Reichard's report on Task Force progress on the proposed statewide follow-up study of graduates; what could be learned from such a study could also have implications for the future.

For once, the Constitution and Bylaws were not revised, having been altered in 1976 and 1977, and no new revisions having then reached the decision stage. Following the report by Nominating Committee Chairman Dianna Morris, giving the Committee's slate for 1978-1979, officers elected were: Ben M. Seelbinder, President; Robert M. Ussery, President-elect; Timothy R. Sanford, Secretary; Donald P. Altieri, Treasurer; Sally M. Horner,[6] Linda F. Balfour, and Linda K. Pratt (North Carolina Central University), Members-at-Large. A fuller account of this meeting may be found in the 1978 Proceedings, IR: A Look Towards the 1980's and IR and Student Aid - which covered both the Sixth Annual Meeting and the August 1978 Drive-In, the latter having addressed the Student Aid topic in Southern Pines, North Carolina.

What with the present narrative having just mentioned "Drive-In" and "Task Force," one should pause in the chronicling of Annual Meetings and retrace steps: a closer view of Drive-Ins as well as other organizational efforts is warranted. These activities represented very important NCAIR events occurring between Annual Meetings, in addition to activities of the Executive Committee and other NCAIR components.

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[6] Vietta M. Neal (Johnson C. Smith University) filled Dr. Horner's unexpired term in February 1979, upon the latter's resignation for a new out-of-state position as Dean of Academic and Student Services.

6. Drive-Ins

The concept of having conferences between Annual Meetings first reached fruition for NCAIR in 1975 during the administration of President Thomas Stafford. "Developing and Using a Master Student Data File" was the prophetic topic to be explored on August 12, 1975 at NCAIR's first Drive-In, held at Guilford Technical Community College. It was "prophetic" because six or so years later, the UNC-General Administration computerized Student Data File process and resultant product would have its heavy impact upon institutional research offices - especially those offices not then having computerized files. The UNC SDF would become both a powerful tool and strong searchlight for probing and planning.

The Conference Announcement promised "presentations by representatives from a variety of North Carolina institutions at which a computerized master student data file has been developed and implemented .... Student data files at the following institutions will be described: Davidson County Community College[,] University of North Carolina at Chapel Hill[,] Central Piedmont Community College[,] East Carolina University[, and] University of North Carolina at Charlotte."

This first Drive-In was the main topic during the Executive Committee meeting of July 16, 1975, held at North Carolina State University. President Stafford's July 29, 1975 memorandum to the Committee, following up on its discussions, named persons invited to make presentations

in August: Wanda Fisher, Robert Ussery, Charles G. Foskey, Frank Thacker (Davidson County Community College), and Bruce Jackson (Central Piedmont Community College).

NCAIR's having such conferences had been discussed earlier than even this period. They were seen as fulfilling an Associational need which the then-current conference structure did not accommodate. According to available records, the Drive-In idea for NCAIR originated with President Robert Reiman; or at the very least, it is he who first suggested it, during a December 18, 1973 Executive Committee meeting held in Charlotte. The NCAIR Secretary recorded: "Alternative NCAIR meeting formats were discussed. Hyatt suggested that we continue with the one annual meeting and that a program committee be appointed for the annual meeting" - a refinement and improvement in the Association's organizational structure which later would cause revision of its Constitution. Secretary Ussery continued: "Reiman suggested that ad hoc groups could meet anytime in 'Drive-up-Conferences'." This idea appealed to the Committee and proposed times and topics were broached (e.g., "Early Spring and Mid Summer" and such topics as EPA [Exempt State Personnel Act of North Carolina] data file usage in terms of Affirmative Action or having a symposium with UNC-General Administration personnel).

A year later, the "Drive-up-Conference" idea was still alive even though no such meeting had materialized nor, curiously enough, had there been recorded mention of the idea during the 1974 Annual Meeting

Business Session. (Ben Romine did suggest that an NCAIR Directory of members "would be desirable and helpful.") Accordingly, Tom Stafford, now NCAIR President, kept alive President Reiman's idea and agreed during the December 6, 1974 Executive Committee meeting at Wake Forest University "to draft a letter requesting ... topics for future meetings including possible 'Drive-in' conferences. This hopefully would result in information concerning what the members want, and what the members have." That action moved the Drive-In concept forward just as it kept alive the sensitivity to members' desires which then-President Reiman had expressed during the 1973 Annual Meeting by stating that "he would direct a survey of the membership to elicit preferences concerning future [Annual] meeting formats and topics ...." And so, we come full circle to the maiden voyage of NCAIR Drive-Ins, in August 1975. And still later, we also come to the November 1975 Annual Meeting Business Session wherein, with characteristic reserve, NCAIR made no mention of making history for itself three months earlier!

Having been launched, the Drive-In component of NCAIR's overall program rapidly achieved permanency and in some cases, resembled miniature Annual Meetings. Another positive feature of this thrust was that it helped absorb the yen for interaction between Annual Meetings. Further, the Drive-Ins provided the type of experiential benefit derived from closer attention to a particular topic than might be possible during the annual conferences. Drive-Ins also provided for members and other interested persons who could not or did not attend the yearly

sessions; and not at all to be overlooked, they provided for members (and quite often, their families) a species of get-away-from-it-all!

By 1979 and the administration of President Ben Seelbinder, the Drive-Ins had become important enough to produce the following excerpts from proposals by Secretary Tim Sanford. His ideas were presented during the March 30, 1979 Executive Committee meeting held at UNC-General Administration headquarters in Chapel Hill:

. . . . . .

> [T]here seems to be a need for NCAIR to have someone designated who will be responsible for drive-in workshops and/or special programs. Just as we have the President-elect designated in the Constitution as Chairman of the Program Committee for the annual meeting, there should be someone responsible for other programs sponsored by the Association. Voluntary assumption of such responsibilities is nice when it works, but it may be time for NCAIR to formalize this process. Hence, I recommend the following:
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> 1. That NCAIR create the position, Special Programs Coordinator;
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> 2. That this person be elected by the membership and serve on the Executive Committee;
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> 3. That this person serve as Chairman of the Special Programs Committee, members of which are appointed by the President;
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> 4. That the duties of this position are the planning and coordination of drive-in workshops and other special programs undertaken by the Association.

He then recommended an appropriate Constitutional amendment.

The Executive Committee having taken the Sanford Proposals under advisement, President Seelbinder had the matter re-addressed during the Committee's September 7, 1979 meeting at Meredith College. For the Drive-In facet of those Proposals, the Minutes tell us that after "brief discussion it was decided to limit the change to the creation of a Special Programs Committee which would be chaired by the 3 members-at-large." This endorsement resulted in a Constitutional amendment presented during the October 31, 1979 Business Session of the Seventh Annual Meeting in Raleigh's Royal Villa Hotel and Convention Center. The amendment read: "A Special Programs Committee shall be composed of the Members-at-large, who shall act as co-chairpersons, and other persons appointed by the President."[7] NCAIR adopted the amendment and Drive-Ins thereupon assumed even greater importance in the Association's repertoire of professional activities.

Since its first Drive-In in 1975, NCAIR has sponsored or co-sponsored sixteen others, through November 1984. Generally referred to as "Drive-In," there have been other titles, such as "Workshop" or "Mini Conference." These activities were often one-day or half-day affairs, but some extended through two days. Beginning with 1977, there have been two such conferences per year except in 1979 and 1980, with 1983 having three (to fill the gap caused by no Annual Meeting).

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[7] At the time, the text amended Article VII, Section 5 - Committees, in the form of a new Sub-section E. Currently (i.e, as of the April 1984 revision of the Constitution and Bylaws), the text constitutes Article V, Section 5 of the Bylaws (with "Program" in the singular).

The singleton in 1979, and more especially in 1980, could appear to be a bit paradoxical since the Executive Committee (in session on the Chapel Hill campus, February 16, 1979) had discussed "the need to have an NCAIR function sometime before a late summer drive-in conference ...."

Obviously NCAIR members who had responsibility for those conferences sought to make them as attractive as possible. One method was variety in locale - the State was criss-crossed from Boone to Wrightsville Beach. Another tactic was wide-ranging topics; still another, the galaxy of speakers and presenters who reflected a broad spectrum of background and interests - notably including former Governor Robert W. Scott. Introduction of souvenirs also helped, as did the humorous element - for example, "Pig Pickin's," complete with prizes for the most appropriate dress (what a mess!) and in one case, not plain Pig Pickin' but instead, "Disassembly of Porcine Quadruped (coctum erat)"![8]

7. Diversity, Joint Efforts, and "SIG's"

Thus far, the narrative of NCAIR has focused on the Association's origin and birth, development, and growth towards 'maturity'. It also should be emphasized that provincialism was never an NCAIR trademark.

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[8] Appendix D catalogs Drive-In speakers, presenters and topics, with date, place and overall focus of the several events.

Merely perusing topics of addresses, workshops, and panels will show a group keenly aware that it did not operate in a vacuum. The speakers who accepted NCAIR invitations also reflected a certain catholicity of background and current endeavor (perhaps as a result of invitational design). There were chancellors and presidents; vice presidents/chancellors and deans; a former governor and no fewer than five State lawmakers, one of whom (Mr. Frye) became a North Carolina Supreme Court Justice. Nor were those running or representing professional groups overlooked. Added to these luminaries was another special group - the well-educated and highly skilled representatives of commercial, and especially the quasi-commercial/educational organizations. More often than not, the latter group had treasuries bulging from their successes in convincing the academic community that ignoring their 'products' (frequently jargon-laden 'instruments' guaranteed to produce the perfect survey - at large economy-sized, budget-busting processing rates) was a sure route to educational rigor mortis. And so, ETS, CEEB, ACT, NCHEMS, and IBM, et alia - who have made substantial contributions to American education, money-making aside - have all been NCAIR's guests. Still others are on the horizon, demonstrating that NCAIR, like other such organizations, continues to keep an open mind; and NCAIR is as happy as the next association to be listed by ERIC.

Complementing Associational hosting of these various representatives is NCAIR's active decision to 'Reach Out and Touch Someone' - other professional organizations first and foremost with The Association

for Institutional Research heading the list. This could be expected; any state institutional research organization owed a debt to AIR, and NCAIR has readily acknowledged its own.

Over the years, such members as Ed Chapman, Ben Seelbinder, and Tim Sanford have been among official NCAIR/AIR Liaison Persons (Bob Ussery being the 1984-1985 incumbent) and Charlie Brown and Don Reichard are among other NCAIR members who have occupied positions of AIR influence.* Backgrounding these circumstances was NCAIR's concern and effort from its earliest existence that it be affiliated with AIR. For example, the Executive Committee, meeting on February 10, 1979, at Meredith College, received reassuring reaffirmation from future AIR President William L. Tetlow that NCAIR was in fact an AIR affiliate and had been so, since circa 1974.

Though reassured, NCAIR was not always pleased. Tim Sanford reflected his own and other's dissatisfaction with skyrocketing AIR dues and registration fees. Thus, during the February 12, 1982 Executive Committee meeting (again at Meredith), his motion was carried that "NCAIR as a formal affiliate of AIR, go on record recommending to AIR that it reconsider its registration fees." President Altieri and Dr. Sanford signed and dispatched this missile, resulting in just a bit of comfortable "So There!" posture in reporting to the Committee (April 23, 1982, Five Oaks) that AIR's response had been very lively (but no subsequent fee reduction) with specific reactions from AIR Presidents F. Craig Johnson and William Tetlow. NCAIR's Executive Committee

*As this went to press, the authors received the joyful news that Donald J. Reichard will become the 22nd AIR President as of 1986-1987, having been elected 1985-1986 Vice President and President-elect. He is the first NCAIR member so honored; it is our honor to record his outstanding achievement.

"registered its satisfaction with NCAIR having addressed the issue." Meanwhile, various members did or would pay the fat tariffs, board the jets (only to change in Atlanta or Chicago; one's destination was embarrassingly nearby if no change was needed), and join the enchanted crowds attending AIR Forums in such diverse places as San Diego, Minneapolis, Denver, Toronto, Fort Worth, or Portland (Oregon, that is).

Another 'Reach Out' was to the prestigious and steadily growing North Carolina Association of Colleges and Universities. (Eighty-six institutions were [illegible]983-984 members, four more than the preceding year.) The present text has already documented that thrust and a kind of reciprocity has existed. NCAIR receives citation in NCACU annual programs as well as summaries of its meetings in the NCACU Proceedings. NCAIR is one of five affiliates - "Related Groups" - as of this writing.

NCAIR also stretched a welcoming hand by means of its Executive Committee seeking ways (in February 1978) to support CHOICE via a Task Force. The Center for Helping Organizations Improve Choice in Education ("CHOICE") was improving its visibility. More recently (1984), the Executive Committee has become aware of and shown a cooperative posture towards "IIPS" - even if, initially, there were understandable pauses as members coped with "Institutional Informational Processing Systems Users' Group."

The constellation of organizations had still other planets whose orbits were in synchrony with that of NCAIR, and vice versa. There have been the joint or complementary activities of NCAIR with the North

Carolina Adult Education Association and with the North Carolina Association of Student Financial Aid Administrators. There was a survey conducted by Tom R. Bohannon of Appalachian State University (then President-elect) with the Executive Committee's February 12, 1982 endorsement and thus representing joint effort between NCAIR and CAUSE (College and University Systems Exchange). There was also inclusion of North Carolina Central University's Institute on Desegregation sessions as integral parts of NCAIR conferences; making small contributions to at least two campus scholarship funds; and cooperation with the State's Department of Community Colleges.

NCAIR has reached out to keep in close touch not only with the national institutional research organization (AIR), but the regional counterpart, The Southern Association for Institutional Research (SAIR), also. The relationship has been close and lengthy. Not only was the Ninth Annual Meeting of NCAIR held jointly with SAIR, the regional group can attest to NCAIR's advertising it, supporting it via members paying their individual dues (at one point in 1982, NCAIR members accounted for about 28% of SAIR's roster), and supporting it still further through members making individual presentations at SAIR conferences and sometimes winning a SAIR award for such efforts (as Timothy Sanford did in 1980 and James Morrison, also of UNC-Chapel Hill, in 1981), not to mention their providing other kinds of service.

"Other kinds of service" is illustrated by SAIR's program handout for its 1978 Annual Conference in Nashville, Tennessee. One finds

"1978 SAIR Principals" to include the following then active or recently active NCAIR members: Barbara D. Holmes (Fayetteville State University), SAIR Chairperson; Norman P. Uhl, Program Chairperson and Executive Committeeman; Charles Brown and Ben "Romaine" [sic; Romine], "Advisors"; Robert I. Lewis II (then Norfolk State University), Executive Committeeman. Norm Uhl also worked with SAIR's Contributed Papers Committee and both he and Charlie Brown dealt with "Publication of Conference Proceedings." In addition, Allen Barwick, Dottie Clark, Larry Jones, Lillian Lehman, Jim Montgomery, Dor. Reichard, and Tim Sanford were all presenters of papers.

The NCAIR/SAIR Connection will show a few other illuminating points. For that Joint Meeting in 1981, SAIR President and Newsletter Editor (and NCAIR member) Larry G. Jones informed readers via Southern Air (Vol. IV, No. 1, August 1981) that the conference was "an arrangement that should be of mutual benefit to both groups. All indications point to ... the possibility of such 'joint' meetings for future SAIR conferences. With one co-sponsored conference as a building block, it is hoped that other state organizations will consider serving as hosts for SAIR meetings." "Vol. IV, No. 1 1982" [sic!] of Southern Air (the name was reminiscent of a once popular male quartet) reported "favorable" evaluation of "[c]ombining the annual conference with a state meeting ...." That edition also listed Charles Brown as a member of SAIR's brand-new Site Selection Committee (he was also Executive Committee Member-at-Large) - which grew out of members' expressed

preference in 1981 for SAIR meetings to move around instead of sticking to Atlanta - that city's attractiveness notwithstanding. Meanwhile, Linda Pratt was a 1982 member of the hard-working Conference Program Committee. Finally, by 1984, Southern Air's Editor was Dennis D. Hengstler (University of North Carolina at Asheville) and in the Vol. VI, No. 1 edition of the publication, NCAIR President LaRose Spooner (Meredith College) provided news featuring notices of NCAIR Drive-Ins; that Dr. Lillian Lehman had retired; and that "NCAIR wishes to express its appreciation of her support and involvement with NCAIR ...."

To round out this survey, NCAIR also sought to articulate with CACRAO (Carolinas Association of Collegiate Registrars and Admissions Officers) on more than one occasion (e.g., 1977 and 1979). More recently, the North Carolina sector of SCUP (Society for College and University Planning) is scheduled for participation during NCAIR's Twelfth Annual Meeting, to take place in Wrightsville Beach during May 1985.[9] And throughout its activities, jointly and severally or unilaterally, NCAIR members have promoted their graduate students by securing professional visibility for them in state, regional and national institutional research conferences. Undergraduate student

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[9] In citing organizational involvement, it should be mentioned that The Institute on Desegregation, North Carolina SCUP, and the Financial Aid Administrators group represent a mere three of the professional groups whose efforts are often enhanced by work for them performed by NCAIR members. The Desegregation Institute was begun and directed by Jeff E. Smith (North Carolina Central University); A. Lawrence Fincher (University of North Carolina at Greensboro) was largely responsible for effecting SCUP's renascence in North Carolina; and Patsy M. Braxton (North Carolina School of the Arts) is a former president of NCASFAA.

assistants (operating via such support as College Work-Study Programs) were also aided; they got to see a little more of the world 'out there' as they helped in various ways - such as gathering and dispatching the paper blizzard incident to such events as conferences and drive-in workshops.

Given these and all its other activities, NCAIR would seem to merit high marks for achieving so much with so few - the Association being a small one with never more than 100+ active members thus far in its history. President Timothy Sanford put it this way, in his quite readable "Message" for the 1981 Joint Proceedings:

> The tendency of NCAIR to go outside of the Association suggests an aspect of institutional research of which we, as practitioners, need to be more aware and which the associations can do more to promote. This aspect, of course, is the necessity for institutional researchers to leave their offices, their print-outs, and their questionnaires to learn as much about their institutions and higher education as possible. Interaction with other offices, faculty members, students, and people outside of the institution can give institutional researchers a perpective on their work which cannot be gained behind the desk or in front of the computer terminal. Just as we learn by meeting with our counterparts, we can also gain in experience and knowledge by meeting folks whose areas of responsibility do not normally intersect with institutional research. NCAIR believes that encouraging such interaction is an important part of its functions.

Amid all these efforts for joint endeavor, one of them achieved rather formalized status. This occurred when then-President Robert Ussery established a "Special Interest Group" (SIG) for NCAIR as part

of the AIR Forum apparatus. The first SIG in this series occurred when it convened on April 28, 1980 during the 20th AIR Forum at Atlanta's Peachtree Plaza Hotel. President Ussery had invited, and the Virginia AIR (VAIR) had accepted, an offer to have both groups involved. Of ten authors involved in this first NCAIR SIG with their presentations, six of them were NCAIR members: Leonard R. Ballou ("Institutional Functioning Inventory"), Charles I. Brown ("White Teachers on the Black Campus: Pilot Study"), Ben M. Seelbinder ("Three E's on Teaching Load - Enumeration, Exceptions, Evaluation"), Dorothy F. Clark ("Modification of the HEW-OCR B6"), Mr. Ussery ("Achievement in Nursing Courses and Prediction of Success on State Board Nursing Examinations"), and Kenneth L. Wood of Western Carolina University ("Practical Considerations of Publishing a University-Wide Planning Document").

At this point, it should be explained that in continuing the story of this facet of NCAIR activity, members and their topics are presented. This is to achieve equality of historical opportunity; Drive-In persons and their topics may be found in Appendix D, as indicated earlier, and contributors to Annual Meetings are to be found in NCAIR's Proceedings and, to some extent, within the present text. For SIG presentations, however, other than this chronicle they are only to be found in the respective SIG Programs - scarce entities. Furthermore, inclusion of such information helps to highlight the topical diversity which has characterized NCAIR sessions.

The second SIG convened on May 18, 1981 during the 21st AIR Forum in Minneapolis at the Leamington Hotel. This one was also in cooperation with VAIR, under the aegis of Past NCAIR President Ussery. Again, six of the presenters were NCAIR members (but only nine presenters altogether, this time). These individuals were: Len Ballou ("Analysis of Degrees of Non-Faculty Personnel"), Tom R. Bohannon ("Utilization of Discriminant Analysis in the Prediction of Success of Students in Mathematics Courses"), Ruth Ann Cook of Appalachian State University ("Equal [P]ay Study Utilizing Multiple Regression to Flag Salary Inequities"), Nancy Y. Lee of Elizabeth City State University ("Project Outlook - A Market Survey of Area Juniors and Seniors"), Bob Ussery ("A Model for Institutional Research/Planning and Information Systems"). and Ken Wood ("University[-]Wide Long-Range Planning: A Critical Element of Strategic Management").

For the third SIG in the series, the scene was the 22nd AIR Forum where it was held on May 17, 1982 at the Denver Hilton. This was a stand-alone event not having the benefit of VAIR input. Nine of the ten presentations came from NCAIR authors: Leonard Ballou ("An OIR View of Part-Time Faculty - An Increasing Presence"), Tom Bohannon ("Using Multiple Regression to Measure Faculty Workload"), Ruth Ann Cook ("Effectuating Decentralization of the Advising Process"), Nathaniel L. Felder and Linda K. Pratt of North Carolina Central University ("The Concise Memo: A Mechanism for Disseminating Information"), Larry G. Jones (NCAIR member) and T. William Kethley Jr., both of The

University of Georgia ("The Academic Progress Monitor System: A New Definition for Academic Eligibility"), Nancy Y. Lee ("A Survey of Entering Freshmen: Why ECSU?"), Robert Ussery, SIG Convener ("Information Resources: Some Options for Institutional Research"), and Ken Wood ("Enrollment Information System: An Expanded ICLM").

The fourth SIG was convened by Bob Ussery and Dianna Morris on May 23, 1983 during the 23rd AIR Forum held in Toronto, Canada's Sheraton Centre. This time, all presentations except one were by NCAIR authors: Len Ballou ("NCAIR Characteristics") in absentia, Tom Bohannon, Ruth Ann Cook and Donald H. Hire of Appalachian State University ("Early Detection of Potential Freshman Dropouts - Toward Higher Retention Rates"), Timothy Sanford ("Coping Strategies for Job Stress Among Institutional Researchers") - at last! something besides chloroform; and Convener Ussery ("Surveying Student Opinion of Instruction").

Revised SIG format characterized the session convened by Ussery during the 24th AIR Forum on May 8, 1984 in Fort Worth's Hyatt Regency Hotel. Instead of formal paper presentations, the fifth such occasion embraced collegial discussion about items of particular interest in North Carolina. This was also relevant to fostering the portion of NCAIR's Mission which reads, "to provide for ... the interchange of ideas on problems of common interest ...."

The NCAIR Special Interest Group sessions at five AIR Forums, 1980-1984, besides involving various people in addition to presenters, had provided a new dimension to the scope of the Association's overall

program. They also provided memorable experiences and excellent opportunities for the participating members, as well as a focal point amid what could be a bewildering montage - given the size of latter-day AIR Forums. The SIG's obviously increased NCAIR visibility during national conferences, and also complemented contributions by still other NCAIR members who produced workshops, served on panels, and otherwise helped to move things constructively during annual conclaves of The Association for Institutional Research. If one reviewed the scope of NCAIR activity, locally, regionally, and nationally, one might find a number of ways to describe the organization but none could accuse it of dormancy or lethargy!

8. Back on the Home Front

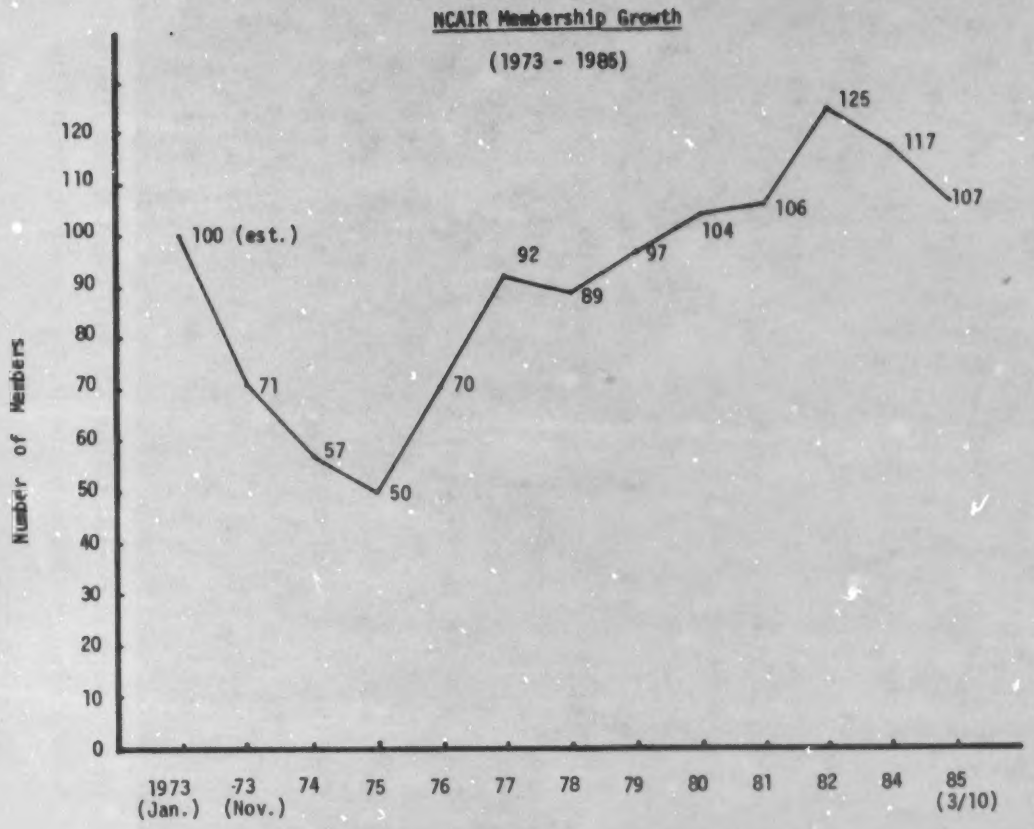
NCAIR moved forward in other respects while all these activities occurred; and perhaps 'movement' is among the Association's chief characteristics. From Wednesday, January 24, 1973 - the date of its founding - until Thursday, February 28, 1985, NCAIR had met 98 times as a whole or via its components. Sixty-three of these occasions represented Executive Committee meetings (and we shall return to that Committee). These 98 sessions comprised:

12 - Charter and Annual Meetings
17 - Drive-Ins
5 - NCAIR/AIR SIG's
1 - Ad Hoc Committee on the Second Decade
63 - Executive Committee.

The 98 sessions do not include those of NCAIR's Program, Nominating, Membership, and Auditing Committees nor those of assorted Task Forces. Neither does that total include the three meetings held during 1972-1973 by the original Ad Hoc Committee whose work led to the founding of the Association.

All this activity was conducted by a group whose active membership (Individual and Institutional/Organizational) ranged from the 1975 low of 50, to the 1982 high of 125 (107 active members as this is written), for a 1973-to-early-1985 average of 90 active members. (Please see the graph on p. 51.) For NCAIR, "active member" has meant exactly what it says. Beyond activity is the Association's lack of provincialism, as pointed out earlier. By January 1985, the roster of current members (or those recently so) claimed persons in such places as Baltimore, Houston, and Nova Scotia; in Atlanta and Athens, Georgia; in Blacksburg and Virginia Beach, Virginia; in Greenville and Rock Hill, South Carolina; plus Huntington, West Virginia and in honorary capacity, Japan.

NCAIR met frequently, but where? The answer is 21 North Carolina localities in 19 different counties. Executive Committee meetings missed only five of these sites (Asheville, Cullowhee, Jamestown, Salisbury, and Southern Pines). NCAIR sessions have been in Raleigh (23 times) more frequently than any other place. If one combines the meeting total in the capitol city with those for Charlotte (13) and the Durham area (10), one learns that 52% of NCAIR's meeting activity has taken place


NCAIR Membership Growth
(1973 - 1985)
Number of Members
120
110
100
90
80
70
60
50
40
30
20
10
0
100 (est.)
71
57
50
70
92
89
97
104
106
125
117
107
1973 (Jan.)
73 (Nov.)
74
75
76
77
78
79
80
81
82
84
85 (3/10)

in or near those cities. The only other localities coming close to those frequencies are Chapel Hill (8), Greensboro (7), and interestingly enough, Wrightsville Beach (five times, with a sixth occasion scheduled for May 1985). Basically therefore, NCAIR has shuttled along the Piedmont Crescent - from Charlotte to Raleigh and points in between.

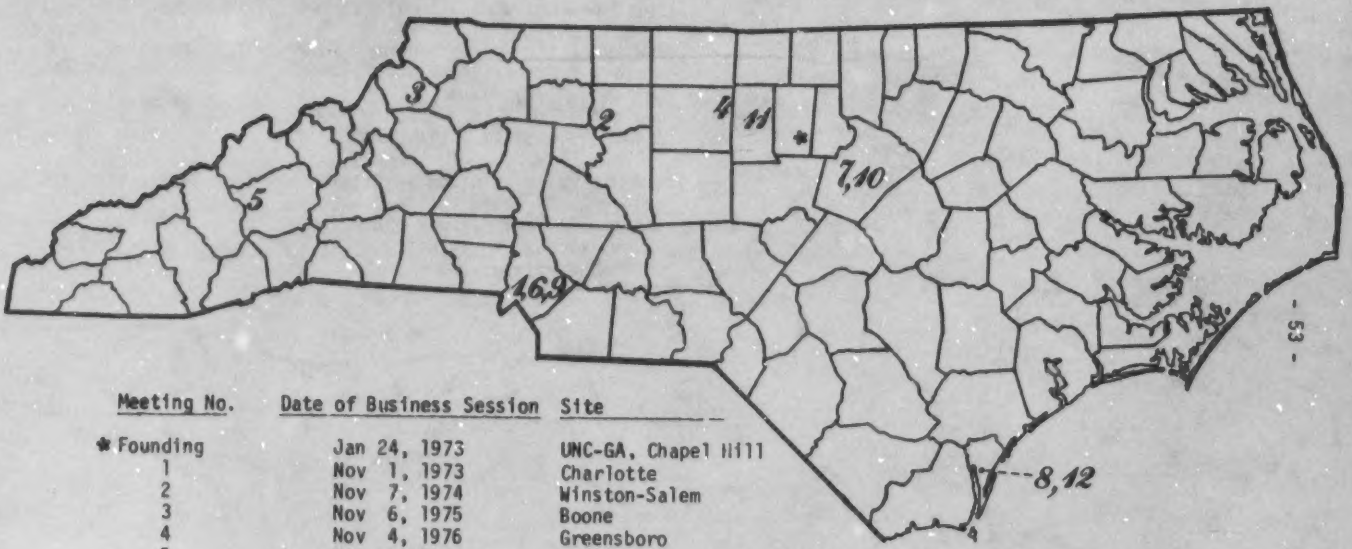
Perhaps of interest is the fact that, in the entire history of the Association, only seven of NCAIR's 93 instate sessions (7.5%) have occurred east of Raleigh, and these seven in just three spots: Elizabeth City, Kitty Hawk, and Wrightsville Beach. More important, however, is the fact that the Association has truly covered the State - from Cullowhee, Asheville, Hudson, and Boone (with time out for Spindale) in the western portion, to the northeastern and southeastern localities just cited. Nor were Carthage, Southern Pines, and Fayetteville overlooked in south central North Carolina nor Burlington, Jamestown, and Winston-Salem in the roughly north central portion of the State.[10] (See maps.)

The Association's instate travels - as a whole or via components - included visits to 18 campuses (nine public four-year institutions; five community colleges/technical institutes; and four private four-year colleges or universities). Like sojourns in communities, the campuses visited were basically from Raleigh westward and as with Wrightsville Beach, certain places unexpectedly revealed special attraction: of the 18 campuses chosen by NCAIR, exactly twelve of those choices meant a session at Meredith College. The only campus to come close to Meredith's frequency was North Carolina State University (9) with The

[10] Cherokee-Cullowhee and Elizabeth City-Kitty Hawk thus far have been the only two instances of 'split-site' NCAIR sessions.

NCAIR Annual Meetings

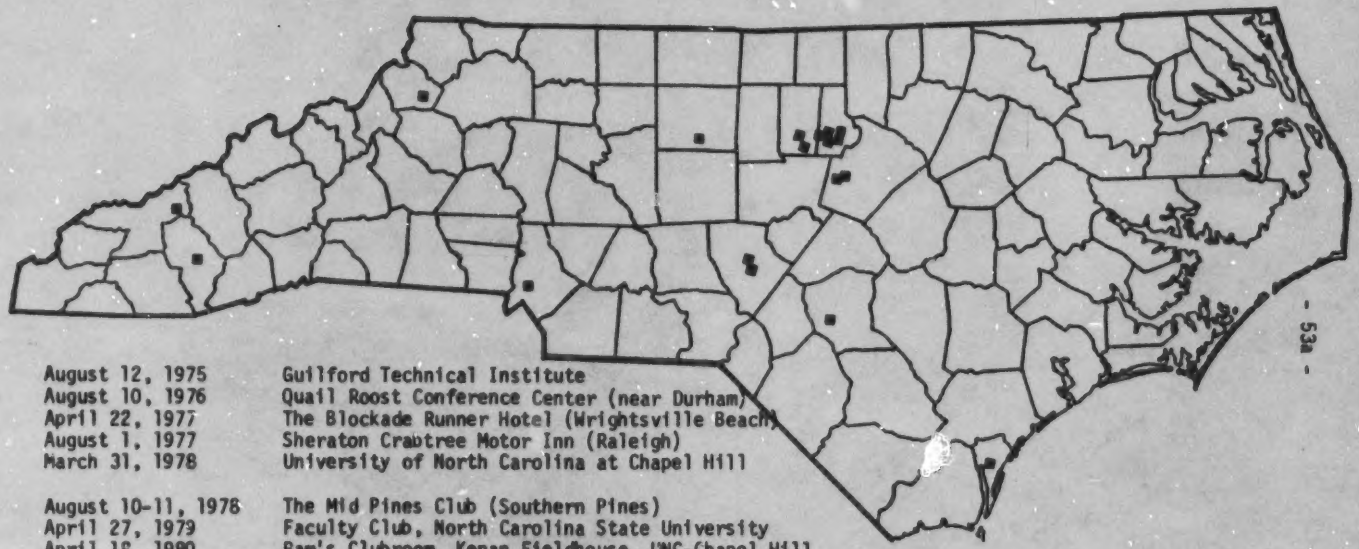
(1973 - 1985)



Meeting No.	Date of Business Session	Site
* Founding	Jan 24, 1973	UNC-GA, Chapel Hill
1	Nov 1, 1973	Charlotte
2	Nov 7, 1974	Winston-Salem
3	Nov 6, 1975	Boone
4	Nov 4, 1976	Greensboro
5	Nov 3, 1977	Asheville
6	Nov 1, 1978	Charlotte
7	Oct 31, 1979	Raleigh
8	Nov 13, 1980	Wrightsville Beach
9	Oct 29, 1981	Charlotte
10	Nov 11, 1982	Raleigh
11	Apr 5, 1984	Burlington
12	May 15, 1985	Wrightsville Beach

NCAIR Drive-In Conferences

(1975 - 1984)



August 12, 1975	Guilford Technical Institute
August 10, 1976	Quail Roost Conference Center (near Durham)
April 22, 1977	The Blockade Runner Hotel (Wrightsville Beach)
August 1, 1977	Sheraton Crabtree Motor Inn (Raleigh)
March 31, 1978	University of North Carolina at Chapel Hill
August 10-11, 1978	The Mid Pines Club (Southern Pines)
April 27, 1979	Faculty Club, North Carolina State University
April 18, 1980	Ram's Clubroom, Kenan Fieldhouse, UNC-Chapel Hill
May 28-29, 1981	Durham Technical Institute & the Downtowner Motor Inn (Durham)
July 30-Aug 1, 1981	Center for Continuing Education, Appalachian State University
April 23, 1982	Five Oaks Country Club (Chapel Hill - Durham)
July 16, 1982	Sandhills Community College
March 23, 1983	Five Oaks Country Club (Chapel Hill - Durham)
July 29, 1983	Durham Technical Institute
November 3, 1983	The Bordeaux Motor Inn (Fayetteville)
July 26-27, 1984	Cherokee Holiday Inn(Cherokee)
November 1, 1984	Adam's Mark Motel (Charlotte)

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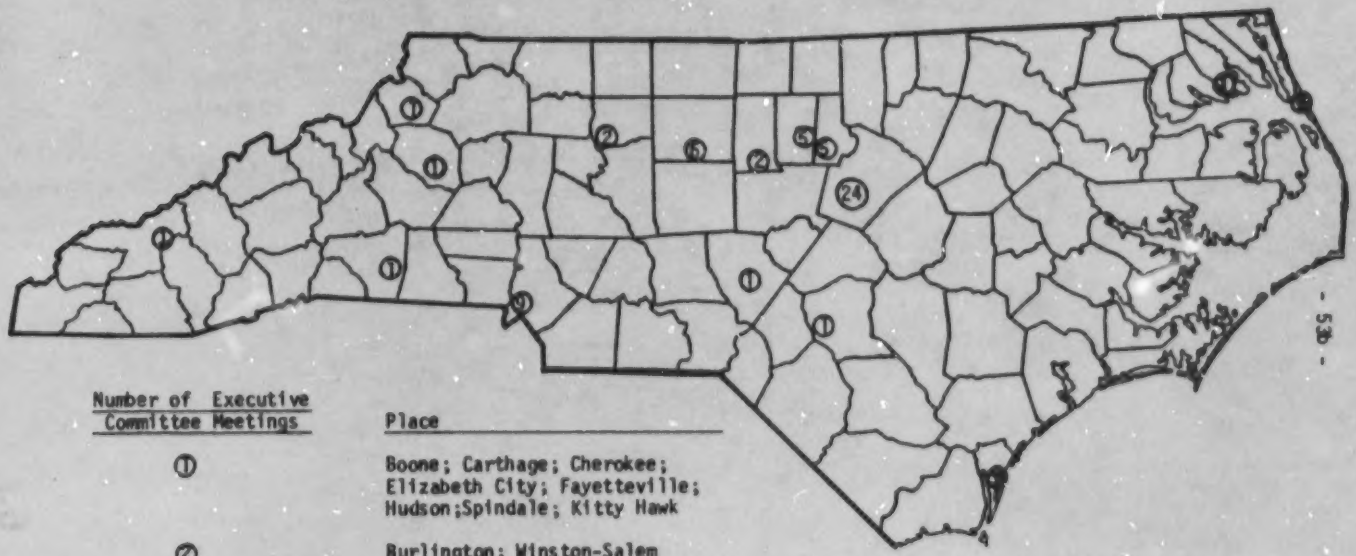
NCAIR Executive Committee Meetings

(1973 - 1985)



Number of Executive Committee Meetings	Place
①	Boone; Carthage; Cherokee; Elizabeth City; Fayetteville; Hudson;Spindale; Kitty Hawk
②	Burlington; Winston-Salem
③	Wrightsville Beach
⑤	Durham; Chapel Hill
⑥	Greensboro
⑨	Charlotte
㉔	Raleigh

University of North Carolina at Greensboro holding third place - as host for five meetings. As of this writing, the 18 campuses visited for NCAIR meetings of one kind or another are:

Appalachian State University
Caldwell Community College & Technical Institute
Catawba College
Durham Technical Institute
Elizabeth City State University
Guilford Technical Institute
Isothermal Community College
Johnson C. Smith University
Meredith College
North Carolina Agricultural & Technical State University
North Carolina Central University
North Carolina State University
Sandhills Community College
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of North Carolina at Greensboro
Wake Forest University
Western Carolina University

Perhaps one secret of the success of these peregrinations and their accompanying activities, was good communication among members - whether via meeting, phone, mail or informal heads-together-sessions when various members met with each other during non-NCAIR occasions. Also laudatory was the fact that the sessions consisted of far more than airy phrases yielding a paucity of concrete results. Whether in 'town' or 'gown' settings, there were fruitful deliberations beyond planning for and/or implementing such highly visible activites as Annual Meetings and Drive-Ins. Various other actions - often accomplished without fanfare - also took place. From time to time, decisions resulted in historic events or else had noticeable impact upon the Association later on. Incorporation of NCAIR is one example.

This landmark event in 1977 had its 1974 origin with concern about funds resulting from sales of the Proceedings (even though such sales

merely covered costs). During the December 6, 1974 Executive Committee meeting at Wake Forest University, Secretary Ussery reported having to print another 100 copies of the 1973 Proceedings as a consequence of announcing their availability in The Chronicle of Higher Education. (He had also sent a copy to the State Library. Much later, sets of the Proceedings would be donated to a few campus libraries.) President Tom Stafford and the Committee directed Ussery and Julian Wingfield to "check on the legality of collecting money to cover the costs of these booklets [Proceedings] (and also dues) without formally applying for tax-exempt status." The matter appeared to be in abeyance for a year. When the Committee met on December 5, 1975 at North Carolina State University, Treasurer Ben Seelbinder again addressed the incorporation idea, pointing out that advantages included ability to legally collect money and earn interest, minus the tax problems. With the Executive Committee again favoring action, President Stafford proceeded with moves to incorporate during July 1976, and presented the results to President Don Reichard and the Committee during its February 4, 1977 meeting (again held on North Carolina State's campus).

Actual incorporation had occurred on January 20, 1977 with Stafford and Dianna B. Morris, then NCAIR Secretary, appearing to have been the chief caretakers for this metamorphosis. There were seven "Directors" listed in the Articles of Incorporation: Stafford, Morris, Reichard, Ben Romine, Ben Seelbinder, Marjorie White, and Ed Chapman. Notice of incorporation duly appeared in the Raleigh News and Observer and, of

course, NCAIR's assuming a new identity had occurred under the provisions of the State's "Non-Profit Corporation Act" (Chapter 55A). Next came May 23, 1977 consideration of distribution of residual assets, should the new corporation ever dissolve. The Executive Committee (meeting that time at The University of North Carolina at Greensboro) decided that, if it was necessary to be specific, any residual assets upon dissolution of NCAIR would go to NCACU, AIR, and CACRAO - showing that the Association really held those organizations in high esteem! On July 13, 1977, the Articles were properly amended to channel residual assets (minus specification of legatees). Two months later, in its letter of September 22, 1977, the North Carolina Department of Revenue gave NCAIR its opinion that the Association qualified for "exemption from franchise tax and income tax." That appeared to complete the picture of corporate identity.

An interesting feature of the Articles of Incorporation was that officers of the Corporation were its president, vice president, secretary, and treasurer. NCAIR had wisely expanded this leadership group by having its Executive Committee be comprised of two then three members-at-large, plus the Immediate Past President, in addition to those four officers. This gave the Committee the benefit of persons experienced with Associational workings, procedures, and policies, while simultaneously providing both fresh input and a kind of check-and-balance from the viewpoint of the broad membership. And this is perhaps as good a place as any to give kudos to that Committee.

No other component of NCAIR has had as much responsibility as the Association's Executive Committee. As pointed out earlier, from January 24, 1973 to February 28, 1985 that hard-working entity had 63 meetings of record - averaging out to a little more than five annually - and conducted them (formally or informally) from far-western, mountainous Cherokee, to Kitty Hawk and Wrightsville Beach on the Atlantic Ocean. Comparatively speaking, the Committee loafed in 1974, with only two sessions, whereas during 1982, it met seven times.

Throughout its tenure, the Committee has explored various means for the Association to provide service to the membership, including surveys to elicit valuable input and achieve needed evaluation. Many improvements have resulted.

Once in awhile, on the other hand, the Committee's data gathering/assimilation process was vividly explicit: the November 1, 1979 meeting had observation of decreased "consumption" with a dutiful take-note that, even after an "extended cocktail hour" (sometimes translated as 'Extended Educational Experience'), two-and-one-half FTE fifths, representing four varieties of 'attitudinal adjustment' compounds, were still left over! The Committee has also survived miscellaneous onslaughts on its patience and/or intelligence, as for example the following July 1983 meeting announcement from the Association's Secretary:

> Hear ye! Hear ye! Oyez!
>
> President Tom Bohannon commands the Committee to convene for cooperative cognition of corporate concerns, to result in creative constructs appertaining

> to the resolution thereof - these concatenations to commence at eight o'clock post meridian on the twenty-eighth day of July, Anno Domini One Thousand Nine Hundred Eighty-three in [Tim] 'Sanford Hall'.
>
> . . . . . .

Despite such aberrations as reduction in quaffing and increase in verbosity, the Committee has survived and has conscientiously minded the seriousness of its mandates. In general, it has exerted much effort to cause members' suggestions - sometimes including the informal ones - and motions during Annual Meetings to become reality, while seeking to maintain the Association's best interests (in its perception) during the process. The fact that Committee proposals and endorsements have met with practically one hundred percent approval by the Association demonstrates the long-standing, high degree of attunement between those members who have been charged with conducting NCAIR affairs and those who constitute the organization at large.

While sketching NCAIR's hard workers, another group should be included. This would be in the form of a composite of the leaders of the leaders - the presidents of The North Carolina Association for Institutional Research.[11] Whereas Constitutional provisos and membership satisfaction have resulted in only five each Secretaries and Treasurers, the same document limits presidential tenure and thus, NCAIR has had ten

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[11] Readers: although it really may not be necessary to clarify which author wrote which paragraphs, Co-Author Ballou herewith specifies that he wrote this portion, to spare former President Ussery the embarrassment of appearing to extol himself and his fellow veterans. Which brings out another NCAIR presidential characteristic: modesty.

chief executive officers as of this writing - they definitely representing "membership satisfaction."

What to say of NCAIR's precidents, whose persuasive leadership had the Association (or parts of it) scampering about the State all the way from Swain County - farther west than a fair-sized slice of Kentucky, to Dare and New Hanover Counties - respectively, a whole lot closer to Virginia and South Carolina than to Raleigh! It is fair to say that all ten of them - from Reiman to Spooner - reveal energy, capacity for hard work, mental agility, and diplomacy in abundance. As a group, they are very personable individuals with a warm, ready smile, who most anyone would either welcome on a team or follow with right good cheer. Yet with various positive characteristics such as these to be found among them, they nonetheless retain their individualism. One is not likely to confuse the identities of Stafford, Seelbinder, or Sanford nor those of the "Three R's" - Reiman, Reichard, and Romine. Ussery, Altieri, and Spooner are eminently capable of standing on their own feet as is Bohannon - who is sometimes wont to do so in his cherished boots. And one may confidently anticipate President-elect Hardy's continuing in the twelve-year-old tradition.

NCAIR's presidents (and its incumbent President-elect) also reflect the Association's continuing its efforts to be a professional 'home' on the state level for a steadily widening spectrum of research/planning personnel. The 1977 election of Dr. Seelbinder - who took office in 1978 - represented the first president connected with a private senior

institution (Wake Forest University; Dr. Spooner of Meredith College - 1984-1985 incumbent - is the second). When Dr. Altieri was elected in 1980, taking office in 1981, he became the first president from a community college or technical institute. President-elect Hardy, connected with the Department of Community Colleges, will become the first president (in May 1985) with agency rather than institutional affiliation. And to make this review really interesting, one merely may note that Appalachian State University is thus far the only institution to produce two NCAIR presidents (Doctors Reiman and Bohannon). The remaining home bases were East Carolina University (Ussery); the University of North Carolina located at Chapel Hill (Sanford), Charlotte (Romine), and Greensboro (Reichard); and North Carolina State University (Stafford).

Finally, NCAIR's presidents shun ostentation. None parades their impressive personal and academic stature. For instance, two Bob's, two Tom's, two Ben's, two Don's and Tim are quite content to be known by three alphabetic characters and their surnames. And if the Tenth President had a compressible given name, so would she!

NCAIR's gaining a corporate identity already has been cited as a highlight of the home front. Another 1977 event which received much attention was the focus on a statewide follow-up study of North Carolina's college and university graduates. This became an endeavor which involved quite a bit of effort on the part of a number of people.

The genesis of NCAIR attention to the project seems to be President Reichard's suggesting Follow-up Studies among four other topics suggested for Drive-Ins. This occurred during the Executive Committee's May 23, 1977 meeting at The University of North Carolina at Greensboro. The Committee approved the President's idea for the August Drive-In. Without further ado, the event took place at Raleigh's Sheraton Crabtree Motor Inn and that sparked much interaction among many people.

That August 1, 1977 Drive-In had a bumper-crop attendance of 125 out of 135 pre-registrants. It also generated a Task Force for operations and Dr. Reichard's subsequent extraordinarily well-detailed and logical memos concerning the Task Force role, scope, and rationale. From the Drive-In onward, "Follow-up" became one of the watchwords in NCAIR and other institutional research circles for some eighteen months.

Examining that 1977 Drive-In more closely will clarify its being the culture spawning the Task Force. After President Reichard welcomed the registrants, Eva C. Galambos of the Southern Regional Education Board (Atlanta) gave an overview of follow-up studies in the South. Next on the schedule was commentary on "State Level and Institutional Interests in Follow-up Studies" by representatives of a notable cross-section of North Carolina higher education - they, in turn, representing both research and career placement functions. These individuals were: Marcus D. Allred (Department of Community Colleges), Lorace O. Thomas (Central Carolina Technical College), Arthur H. Padilla (University of North Carolina-General Administration), Furney James (East

Carolina University), James Olliver (North Carolina Association of Independent Colleges and Universities), and Pat O'Connor (Duke University). The afternoon was devoted to "Institutional Group Sessions" and scheduled the following persons and topics: "Community Colleges and Technical Institutes" had Ed Chapman as Moderator and Don Altieri, L. Steven Drum (Caldwell Community College and Technical Institute), and William R. Richardson (Wilkes Community College) for presentations; "Independent Colleges and Universities" involved Moderator Olliver with Marie W. Capel (Meredith College) and Charles M. Beattie II (Livingstone College) presenting; and Robert Ussery as Moderator for "Public Four-Year Colleges and Universities" with Kathryn A. Council (North Carolina State University), P. Michael McCulley (University of North Carolina at Chapel Hill), Dorothy F. Clark, and Art Padilla as listed presenters.

Things having gotten underway, President Reichard moved forward on two fronts. First, on September 2, he alerted the Executive Committee that its forthcoming September 9 meeting would include "discussion of follow-up activities emanating from the August 1 workshop" and warned members that they would have some five pages of literature coming from Secretary Morris, to read. Secondly, both the August Workshop participants and the Executive Committee duly received his September 8 memo which, Don said, "may provide you with more information than you would care for at this time ...."

This front-and-back document thanked participants and brought them up to date with interesting news: that some 55 attendees "probably heard about the workshop through their contacts with the North Carolina Placement Association"; that 63 of North Carolina's 111 two- and four-year institutions were represented at the Drive-In; that another 22 persons represented such agencies as UNC-General Administration, the Department of Community Colleges, the North Carolina Department of Labor, and the North Carolina Bureau of Employment Security Research. Dr. Reichard then described apparatus and dramatis personae for following-up 1977 grads. For the anticipated study of the 1978 group, possibly a "broader scale state-wide effort," he indicated need for a Task Force to wrestle with the matter and described three of several possible functions for it: be a clearinghouse; develop a common core of questions; develop a plan for funding. An attachment listed persons agreeing to serve on such a Task Force, whose first meeting was scheduled for September 23 on the Greensboro campus. President Reichard also "anticipated" an NCAIR supportive resolution from its September 9th Executive Committee meeting. (Presidential "anticipation" could sometimes resemble the White House "invitation.") In closing, he announced "Immediate Help: Available Materials," which included two one-hour tape cassettes of the August NCAIR workshop's morning session ($3.50); reference to an NCHEMS publication; citation of the North Carolina Department of Community Colleges Follow-up Study Manual and of SREB materials (including the "advanced draft stage" of its manual

on "the nitty gritty of conducting follow-up studies ..."). The marathon memo ended with a plug for NCAIR's forthcoming Fifth Annual Meeting, where updates on follow-ups would be presented.

Meanwhile, NCAIR's Executive Committee had met on September 9 (at North Carolina State University) and received a full report from the President. In consequence, "a resolution was introduced in which the NCAIR Executive Committee would endorse and encourage a Task Force to develop and obtain support for a proposal for follow-up studies." Though the Committee elected to "take no action at this time until more information is in hand," it did "express its desire for Reichard to continue with efforts to tie down specifics" and commended him "for his work with the two workshops held this year."

The Task Force did meet on September 23 with sixteen in attendance. Reichard conveyed his concerns about possible external funding, along with Tim Sanford's three-page minutes, in a September 30 memo to Task Force members. In their meeting a week earlier, the group had desired NCAIR to survey the chief executive officers of "all post-secondary educational institutions in North Carolina to determine the preference ... among alternative courses of action described below"; which was: (1) NCAIR "spearhead the facilitation of a coordinated state-wide survey of May 1978 graduates"; (2) NCAIR develop the survey instrument; (3) NCAIR stay out of it and leave everything to individual institutions.

NCAIR in its 1977 Annual Meeting (November 3rd, in Asheville's Great Smokies Hilton) took two actions on the subject: (1) adopted Ben Romine's

substitute Resolution (replacing Tim Sanford's more specifically stated original) which read - "In recognition of the importance of conducting follow-up studies of recent graduates on a voluntary basis, the North Carolina Association for Institutional Research encourages efforts to develop a broad-scale inter-institutional follow-up study of graduates which would be of particular value to institutions and other agencies"; and (2) carried the motion by Cecil C. Brooks (Western Carolina University) that "'the membership instruct the NCAIR Executive Committee to appoint a Task Force, either the existing one or a substitute, to work under the supervision of the Executive Committee to investigate alternative ways to voluntarily cooperate in follow-up studies.'"

Charles Brown felt (via his November 28, 1977 letter to Bob Ussery) that NCAIR had "launched a bold Graduate Follow-up Study project ... that bids fare [sic] to raise the level of cooperative effort that a state association of institutional research has been able to muster ...." The Executive Committee in its December 2, 1977 meeeting (at Meredith College) agreed to President Ben Romine's suggestion that an NCAIR group meet with UNC-General Administration personnel in planning the 1979 study and also "try to work with the existing President's [i.e., Dr. Friday's] Liaison Committee...," with Dr. Reichard to draft a letter to that effect. This having been done, the Committee (February 10, 1978, Meredith College) designated several NCAIR members (Reichard, Allred, Olliver) to discuss the situation with General Administration officials and later (March 31, at the Chapel Hill campus) decided that, for the

follow-up, NCAIR should "function as a service to the institutions and in an advisory capacity to General Administration." Deliberations about follow-ups had helped focus organizational role.

By November 1, 1978 (at Charlotte's Sheraton), Reichard could present a "Proposal Summary for Cooperative Statewide Follow-up Study of Spring 1979 Graduates," reflecting thoughts of the 22-member Task Force; and on December 8 (at Meredith College), an update. Finally, it was reported to the Executive Committee (March 30, 1979, at UNC-General Administration) that headquarters officials declined support for public four-year colleges and universities, whereas community colleges and independent institutions apparently were well along in the cooperative process and enthusiastic about it.

None could say that this project had lacked pursuit! In 1981, Tim Sanford, then NCAIR's President, had his own follow-up to the Study as he reflected (in the Joint Proceedings) that the project was an early instance when the Association "ventured into new territory" and was "instrumental in coordinating the first statewide follow-up study of graduates of all institutions of postsecondary education in the state."

1977 had been a busy year for NCAIR. Still more action was in store, however, as recapitulation of its more recent Annual Meetings will show. Let us take a look at them.

9. Annual Meetings, 1979-1981

Fifty-nine persons registered for the Seventh Annual Meeting of The North Carolina Association for Institutional Research, held at the Royal Villa Hotel and Convention Center in Raleigh during October 31-November 1, 1979. The theme for the meeting was "Institutional Research and Strategies for Higher Education Issues in the 1980's." Program components addressed the kinds of skills institutional researchers would need in order to deal with the issues most likely to arise during the decade of the 1980's.

At the first plenary session on October 31, Dr. Robert E. Stoltz, Vice Chancellor for Academic Affairs at Western Carolina University, gave a keynote address on "Issues for the Eighties." He pointed out that stresses within the higher education system included declining enrollments; increasing age of the faculty; increasing percent of faculty with tenure; and increased PhD production. Questions around which differing views are expected to emerge included the amount of federal support; the cost of reaching new student populations; the viability of "FTE" funding; the extent of quality given up in survival decisions; addition or deletion of programs; and faculty reward systems. Institutional researchers, he said, should strive to provide appropriate information which described the present, anticipated the future, and could be used to evaluate alternatives.

Following Dr. Stoltz's address, the participants attended two sets of concurrent sessions dealing with a variety of subjects. "EDUCOM

Financial Planning Model" was presented by Al Jones of EDUCOM. EFPM was described as a software service available to any institution and usable for financial planning and management. The model had been successfully used at a number of institutions around the country to simulate past, current, and future financial requirements of an institution under various conditions.

"The Future of Institutional Research" was presented by W. Archie Blount of North Carolina A & T University. A survey of institutional researchers at land-grant colleges was conducted to determine major areas of concern and anticipated institutional research activity during the next decade as perceived by professional institutional researchers. Most frequently mentioned concerns included research in all areas of student affairs; establishment of accessible academic affairs data bases; directing more efforts toward institutional studies as opposed to more man hours of reporting to external agencies; enrollment in higher education; cost analysis of all academic programs; and space utilization studies.

"An Enrollment Profile Study: Looking for Trends, Values, and Orientations in Educational Program Areas" was presented by Russ West of the North Carolina State University Department of Adult and Community College Education. This study produced information concerning profile trends of student enrollment in the Community College System in North Carolina during the 1970's. An assessment of student enrollment factors in 1975 was compared to an assessment in 1979, indicating trends in

student background, values, needs, and orientation. Such information had been found to be useful in policy formulation, resource allocation, and program planning.

"An EDUCOM Financial Planning Model Demonstration" was presented by Al Jones. The EFPM services were primarily accessible through an on-line computer terminal. Technical aspects of procedures, capabilities, and requirements with regard to the computer modeling processes were discussed.

"An Alternative Curriculum Delivery System: Taking College to the Students" was presented by H. Lynn Moretz of Central Piedmont Community College. Surveys indicated that 70% of adults wanted more learning. One alternative might be the college production of programs which are later transmitted by cable or satellite TV to local learning centers for immediate use or storage for later use. Video recorders in homes might be used to do the same thing. In this manner, students could play the programs at will, backing up to review important points as needed. Questions would be answered by dialing up an assigned instructor at the college. The North Carolina Rural Renaissance Project, Moretz indicated, was being conducted by ten community colleges and technical institutes to train staff in developing and producing audiovisual instructional modules. At that time, 150 modules had been produced and disseminated statewide by the Department of Community Colleges.

"Student CHOICE and Enrollment Information" was presented by Robert Chapman, President, Learning Resources Network, Durham, North Carolina. Institutional admissions activities will become more important during the 80's as a result of the declining college-age population, he felt. Effective methods of attracting students will certainly include development and production of printed and audio-visual descriptions of specific institutions and programs. The Learning Resources Network offered services to individual institutions in the development of such materials.

At the evening session, Dr. Donald J. Stedman, Acting Vice President for Research and Public Service Programs, University of North Carolina-General Administration, was the after-dinner speaker. His topic was "Responsiveness and Responsibility: The Central Issue in the 80's." He identified three broad issues in higher education in which institutional researchers should be prepared for involvement. These were: (1) the conflict between public demand to preserve standards of quality in education and public policies in the area of equal opportunity; (2) responsiveness to changing student populations by providing quality and effective continuing education opportunities in different modes and non-traditional forms; and (3) the development of new knowledge through research activities to sustain academic programs and produce new ideas.

On Thursday morning, November 1, Dr. Allen Barwick, Director of Research and Planning Services at the North Carolina State Office of

Budget and Management, was the principal speaker with three panelists: The Honorable John Gamble, North Carolina State Legislature; Dr. William MacIntosh, Vice President for Planning, Central Piedmont Community College; and Dr. James Morrison, Professor of Education, The University of North Carolina at Chapel Hill. Dr. Barwick's topic was "Enrollment Trends for the 1980's: Impact on Higher Education and Implications for Institutional Researchers." He felt that two important issues which will have tremendous impact on higher education in North Carolina during the next decade are greater governmental accountability to its citizens, manifesting itself through tax cuts and expenditure limitations; and, demographic forces. The downturn in the traditional college-age population during the 1980's is certain, he said. If higher education is to maintain current enrollment levels, it will have to attract a new type of student. Consequently, we should be exploring who these students will be, what their needs are, and for how many do we need to equip. The panelists commented on Dr. Barwick's remarks, pointing out additional factors that would affect the role and responsibilities of those in higher education and institutional research.

At the Business Session which was chaired by President Ben M. Seelbinder, the Secretary, Timothy R. Sanford, reported that there were 90 individual members and 7 institutional members for 1979. An amendment to the Constitution was passed, providing for a Special Programs Committee made up of the Members-at-Large and others as

appointed by the President. Auditing Committee Chairman Edwin R. Chapman complimented Treasurer Donald P. Altieri "for an outstanding job."

Nominating Committee Chairman Ben Romine presented the Committee's slate for 1979-1980. Officers elected to serve until the time of the next Annual Meeting were: Robert M. Ussery, President; Timothy R. Sanford, President-elect; Wanda B. Fisher, Secretary; Donald P. Altieri, Treasurer; and Linda F. Balfour, W. Larry Elliott (Catawba College), and Vietta M. Neal (Johnson C. Smith University), Members-at-Large.

The Eighth Annual Meeting was held at the Holiday Inn, Wrightsville Beach, North Carolina on November 12-14, 1980. Over 70 persons attended the conference which was highlighted by the Association's achieving over 100 members (104) for the first time since its founding in 1973. "The Role of Institutional Research in Institutional Governance" was the theme of the meeting, and various facets of the Institutional Research role were developed through workshops, panels, speakers, group sessions, and paper presentations.

The conference began with an open meeting of the Inter-Institutional Research Group of the Institute on Desegregation at North Carolina Central University. Chaired by Jeff E. Smith, Director of the Institute, the informal meeting included discussion sessions led by Charles Brown, Dennis Hengstler (University of North Carolina at Greensboro), Donald Reichard, Norman Uhl, and Chairman Smith. Overlapping with this meeting was a workshop on Statistical Packages and Techniques run by Tom

Bohannon. The evening featured a fine seafood dinner followed by a delightful talk by Dr. Robert Williams of The University of North Carolina-General Administration.

Thursday morning dawned clear and cold on the beach, but NCAIR members were there to greet the sun over a breakfast buffet and annual Business Meeting. Don Altieri, Treasurer, was complimented again when Auditing Committee Chairman Walter N. McDonald (Louisburg College) reported finding everything in "extremely good order." Nominating Committee Chairman Ben Seelbinder presented the Committee's slate for 1980-1981. New officers elected were: Timothy R. Sanford, President; Donald P. Altieri, President-elect; Wanda B. Fisher, Secretary; Dorothy F. Clark, Treasurer; and Dalton P. Brooks (Pembroke State University), Vietta M. Neal, and Maurice E. Salani (Higher Education Facilities Commission), Members-at-Large. Outgoing President Ussery would continue serving NCAIR as Immediate Past President.

Following the Business portion of the conference, the program continued with a panel session chaired by Ken Wood, on Long-Range Planning. A stimulating and realistic view of the topic was provided by Dr. Roy Carroll, Vice President for Planning, University of North Carolina-General Administration; James Olliver, Dean of Administration at Pfeiffer College; and Marcus Allred, Vice President for Planning and Research at the Department of Community Colleges.

Two concurrent sessions followed the panel. The first was chaired by LaRose F. Spooner with Gary Melville and Walter McDonald discussing

"Institutional Research for the College Trustee." Pat Braxton (School of the Arts) chaired the second session, on "Institutional Research for the New College Administrator," with presenters Don Reichard and Phares S. Nye (Wake Technical College).

After a break for lunch, the afternoon began with a panel discussion on "The Role of Institutional Research in Academic Evaluation," which was moderated by Dennis Hengstler (University of North Carolina at Greensboro). The blue ribbon panel consisted of Norman Uhl, E. Hugh Fuller (North Carolina State University), James Morrison, and Ben Romine. As in the morning, this panel also was followed by two concurrent sessions. "Institutional Research: In Search of a Definition" by Bob Fry (University of North Carolina at Wilmington) and Sue Anne Walker (Western Carolina University) was the topic of one session; and the other was "Campus Response to the Physically Handicapped," with Maurice Salani and Thomas H. Heath of the State Higher Education Facilities Commission and Laura Drumheller (University of North Carolina at Chapel Hill).

Paul Naylor (University of North Carolina at Chapel Hill) presented a workshop on "Professional Development for Institutional Researchers" in the evening. The other part of the program was a "Table Topics" session including the following papers:

A. "Model for Determination of Student Attrition Causes and Trends," Alice P. Stevenson (Beaufort County Community College) and H. David Keim (Nash Technical College);

B. "Upper Division Enrollment and Program Productivity," Leonard Ballou and Nancy Lee (ECSU);

C. "Recruiting and Retaining Nontraditional Students in Vocational Programs, A Model for the 58 North Carolina Community Colleges and Technical Institutes," Linda Dillon (North Carolina State University);

D. "Founding a Fact Book: One University's Approach," Dorothy F. Clark (UNC-Greensboro);

E. "Developing a Predicted Grade Point Average Formula Using High School Grades: A Lesson in the Value of Cross Validation," Linda K. Pratt, Norman Uhl, Sandy Davis (North Carolina Central University);

F. "Faculty Evaluation Survey," Nancy Y. Lee (Elizabeth City State University).

Friday morning witnessed the first NCAIR Fun Run, led by Paul Naylor; incidentally, Paul also had the distinction of being the only participant. After the excitement from this event had subsided, John Schofield (Pitt Community College) introduced Lawrence McNutt from the Charlotte office of the United States Bureau of the Census. Mr. McNutt's discussion of the 1980 Census was followed by a presentation on "College-Age and General Population Trends in North Carolina and the South" by State Demographer, Francine J. Ewing.

The Conference concluded over lunch with a fine talk by Dr. James Owen Jr., Vice President for Program Services of the Department of Community Colleges and former President of Guilford Technical Institute (now Community College), who stepped in at the last minute for President Larry Blake. Dr. Owen suggested that state community colleges

and technical institutes/colleges would turn to institutional research during the 1980's in response to tighter budgets, increased program evaluation activities, and closer scrutiny by the State.

Participants departed from Wrightsville Beach both with regret, because the Conference and the facilities had been so pleasant, and with anticipation for future plans. NCAIR would have a joint conference with The Southern Association for Institutional Research in Charlotte on October 28-30, 1981; and 1982 promised great things as NCAIR moved towards celebration of its tenth anniversary. Finally, as with earlier Annual Meetings, additional details may be found in the 1980 (and 1979) Proceedings.

Continuing to set the pace among state and regional institutional research organizations, NCAIR was initiator and host to a joint conference of The Southern Association for Institutional Research (SAIR) and The North Carolina Association for Institutional Research in 1981. This meeting combined the respective annual conferences for each of the two organizations. For NCAIR, this was its Ninth Annual Meeting.

Planning for this unprecedented event had taken over two years and a winding trail through uncharted territory. The first steps began in early 1979, when NCAIR President-elect Robert Ussery contacted Suzanne Larsen, then at the University of Tennessee and Vice President of SAIR, and proposed a joint annual conference. Preliminary reaction was favorable and further conversation culminated in a meeting between Larsen

and Ussery at the 1979 (19th) AIR Forum in San Diego. After deciding that the proposed meeting would truly be a joint effort rather than a SAIR meeting hosted by NCAIR, it was agreed that immediate planning would focus on the development of a set of objectives for the conference, a program planning structure, and a preliminary financial plan.

Development of these points progressed through the next year and were the subject of a meeting at the 1980 AIR Forum (the 20th) in Atlanta between then SAIR President Suzanne Larsen, SAIR Vice President and Program Chairman Larry Jones, NCAIR President Ussery, and NCAIR President-elect and Program Chairman Tim Sanford. Agreement was reached on the following objectives: the conference would be jointly conducted, with only one program planning committee; the Program Committee would be jointly chaired; the program components would be joint except the respective business meetings; and the annual Conference Proceedings would be jointly published.

This proposal was subsequently approved by the respective Executive Committees. After their annual meetings, the two Associations formed a joint Conference Planning Committee with membership as follows: E. Michael Staman (University of Missouri-Columbia), Chairman; Donald P. Altieri, Co-Chairman; Denise Strenglein (University of South Florida), Publicity and Finance; Jeanne E. Budig (Lincoln University - Missouri), and Mary P. Martin and Joe L. Saupe (both, University of Missouri-Columbia), Contributed Papers; Ben Romine, Local Arrangements; and Maryann Steele Ruddock (Saint Edwards University), Evaluation.

"The Practice of Institutional Research" was the conference theme and the meeting took place during October 29-30, 1981 in Charlotte, North Carolina at the Quality Inn-Downtown. Over 250 individuals registered and attended the conference.

A truly outstanding program feature was Jeffrey Holmes' (of Ottawa) keynote address, "Nouns, Numbers and Neutrality," noted for its admonition to "keep it short, keep it simple, and keep it neutral." This was preceded by four pre-conference workshops, and followed by an array of excellent panel and paper presentations.

Pre-conference workshops covered varied topics with this list of titles: Statistical Analysis System (SAS); Conducting a Public Image Study; How to Spot Patterns of Enrollment Behavior; and Newcomers Workshop. The five panels included: Role of National, Regional, and State AIR groups in Enhancing Professional Development; Research Questions of Equity and Discrimination; and, Should Institutional Research and Planning Officers be Policy Advocates. The paper sessions were organized topically and covered equity research, statistical methodologies, evaluation, tools of institutional research, planning and MIS, statewide institutional research, students/attrition/demographics, and special studies.

The breadth and richness of the program was extraordinary. In his "Message From the SAIR President" (SAIR/NCAIR Joint Annual Proceedings, 1981), Larry Jones wrote:

> Professional meetings, conferences, and forums come and go. Some are well remembered; some are quickly forgotten .... My impression of the 1981 combined annual conferences of the Southern Association for Institutional Research and the North Carolina Association for Institutional Research is very positive. The conference evaluation also reveals a positive feeling on the part of those who attended. Actually, those feelings come as no surprise.

In his "Message From the NCAIR President," Timothy Sanford wrote:

> Through the North Carolina Associat on for Institutional Research, the Tar Heel State was pleased and honored to host the first joint conference with the Southern Association for Institutional Research. For that matter, this was the first joint conference involving any state, regional, or national AIR association. While NCAIR is not overly concerned with achieving "firsts," the Association has ventured into new territory on several occasions in its nine year history.
>
> The joint SAIR/NCAIR Conference was a worthwhile addition to normal NCAIR activities and allowed many NCAIR members to meet with their regional colleagues for the first time.

On all accounts, this conference was a success. Both Executive Committees agreed that if SAIR were to meet jointly with other state or regional groups in the future, this meeting should serve as a model.

NCAIR took care that this refreshing conference provided continuity for itself - for its own sake and just in case occasions for joint efforts might rise again. During its Business Session, Secretary Wanda Fisher reported total active members holding above the 100 mark (106);

Auditing Committee Chairman Linda Pratt gave a good report; Nominating Committee Chairman Ussery gave the Committee's slate for 1981-1982; and President Sanford gave "special commendation to Bob Ussery for all of his service to NCAIR over the years and to Charles I. Brown for his work in editing the Proceedings over the past eight years." President-elect Bohannon received a special certificate for "rupicolousness," whose definition the Secretary deftly ascribed to the President. Officers elected were: Donald P. Altieri, President; Tom R. Bohannon, President-elect; Leonard R. Ballou, Secretary; Dorothy F. Clark, Treasurer; and Maurice E. Salani, LaRose F. Spooner, and Larry R. Clark (Western Piedmont Community College), Members-at-Large.

To end the saga of '81 on a lighter note, it is recalled that the SAIR Wine and Cheese session was temporarily suspended at the Joint Conference and was replaced with NCAIR's traditional host bar. We would have been remiss as historians had we failed to document this phenomenon which delighted many institutional researchers in both associations.

10. "The Tenth"

The Tenth Annual (or Anniversary) Meeting was convened by President Donald P. Altieri at Raleigh's Plantation Inn. Its theme: "Institutional Research Strategies, Trends and Issues." With 59 registered but more than that number attending for various features, the November 10-12, 1982 session had a special quality about it: this meeting was the celebration of NCAIR's Tenth Birthday.

Everyone was, and had been, interested in its being a memorable occasion. In fact, President Seelbinder and the Executive Committee had "The Tenth" in mind during the Committee's December 8, 1978 meeting at Meredith College. Bob Ussery had done a brief history of NCAIR for the Proceedings at Editor Brown's request, but the Committee felt it was "more appropriate to publish a history on the tenth anniversary of NCAIR, and Ussery is asked to continue the project." Next was President Sanford's allusion to "The Tenth" in his "Highlights" for the 1980 Proceedings. As the time grew closer, much preparatory effort went into this, the first anniversary ever observed by the Association. Accordingly, highlights of some pre-conference activity may be of interest; certainly there was quite a bit of it.

Among these efforts were two of a special nature: a Medallion Project and an Installation Ceremony. Both were initiated by Leonard Ballou, then the incumbent Secretary. The official genesis of both projects occurred during the December 4, 1981 Executive Committee meeting at Meredith College, where "Ballou spoke of achieving some degree

of ceremony for change of NCAIR administrations ...." This was for any year. He also proposed a "Presidential Medallion" project. That was for specific enhancement of the 10th Anniversary. The Committee concurred with both ideas - Timothy Sanford suggesting that Founders of NCAIR also be recognized and that they, and all past presidents, be invited to attend the Anniversary meeting. (The Committee also desired, if possible, a "pictorial exhibit" of NCAIR's ten-year existence.)

President Altieri asked Ballou to move forward on both fronts. Len was able to give cost estimates during the February 12, 1982 Executive Committee meeting (again at Meredith) and these won approval. When the Secretary was finally able to show the sample medallion produced by Virginia Art Metal & Plastic Company (of Norfolk) on the evening preceding the July 16, 1982 Executive Committee meeting at Sandhills Community College, he felt really good (he later recalled) to see the obvious pride and quiet but deep pleasure displayed by his colleagues. During the actual meeting next day (the 16th), the Committee gave its pleased, general and official approval of the memento - gold-color face with the NCAIR Logo in black, produced from a copy of Satoru Matsumoto s original design - and on motion by Maurice Salani, up to twenty-five medallions were authorized for purchase. Later on, ribbon selection for the medallions involved much sampling and discussion by Nancy Lee and Doretha Banks, both of the Elizabeth City State University Institutional Research office. Finally, gold and maroon ribbons were selected - each with its symbolism - with Mrs. Lee measuring and stitching every one of

them. Now there was something for President Altieri to present to Founders and Past Presidents.

The Installation Ceremony for NCAIR officers-elect was completed in November 1982. President Altieri had hoped it would not be too elaborate - an apprehensiveness echoed by President-elect Bohannon and Past President Sanford - and Ballou reassured them it would not be. As it developed, perhaps the real problem was a bit of bashfulness and just a modicum of stage-nerves at this new method of changing the guard. Previously, it something like a hearty, "That's it, folks. Tim, it's all your's!" - as in President Ussery to incoming President Sanford at the 1980 Annual Meeting. That was when Len spoke to Sanford, expressing the opinion that NCAIR's presidents especially, and officers generally, deserved a tad better transition circumstances. With Tim's go-ahead, the one-page Ceremony was the 1982 result. (It was slightly revised in February 1984.)

While these events were taking place, President Altieri, Program Chair and President-elect Bohannon, and many members were working assiduously to put things together. The Program Committee had an especially heavy load for the Tenth Annual Meeting, while very hard-working members and non-members behind the scenes included Nancy Y. Lee and Doretha M. Banks. Dr. Bohannon's Program Committee was comprised of the following members:

Linda F. Balfour	-	UNC-General Administration
Patsy M. Braxton	-	North Carolina School of the Arts
Ruth Ann Cook	-	Appalachian State University

Cyril H. Harvey	-	Guilford College
George C. Lewis	-	Sandhills Community College
Dianna B. Morris	-	East Carolina University
Nancy D. Pate	-	North Carolina State University
Maurice E. Salani	-	Higher Education Facilities Commission
Timothy R. Sanford	-	University of North Carolina at Chapel Hill
John C. Schofield	-	Pitt Community College
Marjorie H. White	-	North Carolina A & T State University
Kenneth L. Wood	-	Western Carolina University

Following intensive work by this Committee, many 10th Anniversary details could be finalized or moved well forward when the Executive Committee met on September 17, 1982 at Elizabeth City State University, with Past President Ussery also in attendance. Actually, this occasion was more like a pre-Anniversary celebration for the Committee (and Mrs. Barbara Altieri and Magistrate Bob Clark - Dottie's husband - also made the trip); quite probably no previous session in its history had involved its being feted as on that occasion.

The formal portion of the Executive Committee's visit - besides attending to many Annual Meeting matters - involved acceptance of an offer by Wilde & Associates (Organizational Member of the Association) and Committee endorsement of two Constitutional amendments. One had been initially proposed in July by Secretary Ballou, to provide more latitude for when Executive Committee meetings would occur.[12] The second one

[12] Ballou had three proposals, the first as in the above text; the third to accommodate his #2, which would have provided for "Distinguisned Members" of NCAIR and which was modelled on CACRAO's constitution. The history-writer discovers that Len's effort, independently done in 1982, was not dissimilar to Charles Brown's in 1973, when the latter proposed Constitutional recognition of Honorary, Emeritus, and Student membership categories. None of the proposals received endorsement but the concept of additional recognition for deserving members - beyond currently existing apparatus - could still be latent.

was proposed by Tim Sanford during that session and provided for the Immediate Past President to become Nominating Committee Chairman automatically.

With business matters dispatched after a rather lengthy meeting, the Committee was given still more royal treatment (it had already been served refreshments by the ECSU campus Food Service during its formal meeting). The Secretary's "Supplement" to the Committee Minutes described events:

> The Library staff [had] placed a welcome sign [in the Committee's honor, it having met there]. Members also received "welcome kits" [from the ECSU Institutional Research office].
>
> Following this session, Committee members viewed an archival display honoring NCAIR, saw another welcome sign placed by the Student Government Association, and had a sumptious luncheon in the Viking Room of the Ridley University Center ....
>
> Luncheon guests included the following University officials: Vice Chancellors for [A]cademic, [S]tudent, and [F]iscal [A]ffairs; the Assistant to the Chancellor; the Planning Director; the Registrar; and Mesdames Lee, Banks, and [Mable] Riddick of the host IR staff. Luncheon programs and souvenirs (origami by Nancy Lee) were available. Vice Chancellor Jimmy R. Jenkins extended welcome, speaking for Chancellor Marion D. Thorpe whose hospitalization prevented his attendance.[13]

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[13] Chancellor Thorpe's death occurred in 1983. Vice Chancellor Jenkins was subsequently elected Chancellor by the UNC Board of Governors and inaugurated April 28, 1984. At that time, perhaps there was history-making for NCAIR when Immediate Past President Tom R. Bohannon officially represented the Association and Appalachian State University Chancellor John E. Thomas during Inaugural Ceremonies. Another welcome guest was 1984-1985 Member-at-Large Ralph M. Byers, official Representative for The North Carolina Association of Independent Colleges and Universities. Although not attending for NCAIR, other welcome and active NCAIR members were Gary T. Barnes, Maurice E. Salani (accompanied by Mrs. Nancy Salani), and from the host institution but representing Southern Illinois University, Robert Thomas. NCAIR Secretary Ballou was Inaugural Chairman.

Those members who could remain then had a "Mini-Tour" of historic and other sites of interest in lower Pasquotank County, Mr. Stanley T. Lee [Nancy's husband], volunteer driver [with the University providing the vehicle]. The first N. C. General Assembly, first N. C. School, first Quaker Meeting-house, and The College of The Albemarle were among sites visited.

Friday evening [September 17th] featured a multi-course Chinese dinner at Trade Winds (Kitty Hawk) designed by owner Hai Can Duong (ECSU student) and the Lee's (see menu). Former ECSU employee, Rajnikant Patel, made room [for the several Committee members staying overnight on the Outer Banks] in his First Flight Motel (Kill Devil Hills) in a tourist area otherwise solidly booked.

Members departed September 18 after a morning of relaxation. (Drambuie and muffins?!)

The Tenth Anniversary meeting finally having arrived, professional interaction began on the afternoon of November 10, 1982 with two groupings of four concurrent sessions: Ralph M. Byers moderated a panel consisting of Nellie T. Hardy and Gary T. Barnes on the "Relationship Between the University System and the Community College System"; Bob Ussery conducted a workshop on "Systems for Surveying Students' Opinions of Teaching Effectiveness"; and "Institutional Research Strategies, Trends and Issues" was divided into a newcomers' Level I, and Level II workshops, with Dianna Morris, Cynthia Davis-Palcic (North Carolina State University), and Robert E. Fry (University of North Carolina at Wilmington) handling Level I while Linda Pratt, Kenneth Wood, Robert F. Hill, Jr. and Diana Haywood (UNC-General Administration) took care of Level II. Another attraction was the SAS Tour which followed.

Chancellor E. K. Fretwell of The University of North Carolina at Charlotte gave the Keynote Address on Thursday morning, November 11, followed by a Roundtable Discussion of "Planning and Institutional Research" - the participants being Robert Reiman (discussion leader), James L. Morrison (University of North Carolina at Chapel Hill), Larry R. Clark, and Sim O. Wilde (Wilde & Associates, Rocky Mount). Concurrent sessions began the afternoon with the topic, "Institutional Survival in the 80's," explored from perspectives of private, community college/technical institute, and public senior institutions. Respectively, this was done by LaRose F. Spooner, Ben M. Seelbinder, and Cyril H. Harvey; by John Schofield, Joseph L. Ezzell Jr.(Durham Technical Institute), and Edward F. Duffy (York Technical College); and by Nathaniel Felder, Donald Reichard, and Cecil Brooks.

The Past Presidents' panel that afternoon - chaired by President Altieri, drew much attention. These men who had stood ready to shoulder whatever became NCAIR's responsibilities, spoke with their characteristically controlled animation. President Ussery sketched a "Brief History of NCAIR"; President Romine, "The Philosophy of Institutional Research"; President Reichard, "NCAIR as a Professional Organization" (Don was heavily involved with an AIR project to assess professional development and continuing education needs of institutional researchers); President Seelbinder, "NCAIR: The Next Decade" - a foretaste of the thrust of NCAIR President-to-be Spooner; and President Stafford - who peered even further, "Institutional Research in the Year 2000." Incidentally, while

all this took place, another occurrence showed that enthusiasm for the Anniversary could be infectious: the manager of the Plantation Inn (who was once in academe) became an active NCAIR member.

Thursday evening brought the Anniversary's ceremonial aspects. Again, the most complete description would be the Secretary's "Banquet Supplement" to Minutes of the Business Session:

> At the appropriate time, President Donald P. Altieri initiated the Banquet's program phase with words of welcome and good cheer. Robert F. Hill, Jr. ... voluntarily photographed several highlights.
>
> The President read a telegram of congratulations from AIR President William F. Lasher of Texas - who called NCAIR "one of our strongest state's organizations." Dr. Altieri also conveyed greetings from Norman P. Uhl of Nova Scotia, a member of the 1972 ad hoc committee which resulted in NCAIR, and a Founder. Dr. Altieri then presented James R. Montgomery, who delivered a brief, lively, laudatory and thought-provoking address. Following this, Timothy Sanford was recognized. He in turn presented a certificate to James L. Morrison of UNC-Chapel Hill, for his prize-winning presentation at SAIR's Birmingham meeting ....
>
> The President next instituted a ceremony of impressive simplicity recognizing NCAIR Founders, Charter Members, and Past Presidents. He was assisted by the Secretary. Charter Members present were asked to stand, and received the Association's applause. Of 52 such members, the ten present were:
>
> Allen J. Barwick (State Budget & Management Office)
> Leonard R. Ballou (Elizabeth City State University)
> Bruce B. Bishop (Catawba Valley Technical [College])
> Charles I. Brown (Fayetteville State University)
> Linda K. Pratt (North Carolina Central University)
> Robert E. Reiman (Appalachian State University)
> Ben H. Romine (University of North Carolina at Charlotte)
> Ben M. Seelbinder (Wake Forest University)
> Thomas H. Stafford, Jr. (North Carolina State University)
> Robert M. Ussery (East Carolina University)

Next, the President called forward Founders and Past Presidents, who were each formally presented and given ribboned medallions. The Secretary ... explained that Founders' gold-colored ribbons symbolized NCAIR being a golden idea; that Presidents' maroon ribbons symbolized their transmitting the lifeblood of the Association. [Some recipients' Medallions had ribbons of both colors, representing their dual status as Founder and Past President.] Present to receive medallions were:

Dr. Allen Joseph Barwick - a presiding officer at NCAIR's formation and a Founder
Dr. Charles Isaiah Brown - Chairman of the ad hoc committee resulting in NCAIR and a Founder
Dr. Robert Ellis Reiman - member of the ad hoc committee, a Founder, and First President
Dr. Thomas Hugh Stafford, Jr. - member of the ad hoc committee and presenter of the Resolution to organize, a Founder, Second President, and the Incorporator
Mr. Robert Marshall Ussery - Secretary of the ad hoc committee, a Founder, first NCAIR Secretary, and Sixth President
Dr. Donald James Reichard - Third President
Dr. Benjamin Houston Romine, Jr. - Fourth President
Dr. Benjamin Moore Seelbinder - Fifth President
Dr. Timothy Rutledge Sanford - Seventh President

The Secretary then asked Dr. Reiman to come forward, who, in turn, presented a presidential medallion to the Eighth (and incumbent) President, Dr. Donald Paul Altieri ....

The President then awarded Certificates of Commendation "for outstanding services to NCAIR" to the following members: Ruth Ann Cook, Nancy Y. Lee, and Maurice E. Salani - the latter of whom was also retiring from the Executive Committee.

Next, the President called upon Cecil C. Brooks who read a Proclamation signed by Governor James B. Hunt, Jr. This document designated November 11, 1982 as "NCAIR Day."

State of North Carolina

JAMES B. HUNT, JR.
GOVERNOR

WHEREAS, institutional research has a long history as a function in higher education, but a short history as an organization; and

WHEREAS, published histories of individual colleges and universities contain references to surveys and other bona fide institutional research activities during the nineteenth century; and

WHEREAS, the growth of the higher education industry has brought an increased need for accountability by individual institutions and formalized institutional research has been seen as an answer to this need; and

WHEREAS, institutional research involves the collection of data or the conducting of studies useful or necessary in understanding and interpreting the institution, making intelligent decisions about current operations or plans for the future, and improving the efficiency and effectiveness of the institution; and

WHEREAS, North Carolina Institutional Research Officers are involved in analyzing and reporting data on students, faculty and staff, curriculum and program evaluations, budget and finance, information systems and long-range plans, facilities and space utilization, institutional policy, and utilization of technology; and

WHEREAS, the North Carolina Association of Institutional Research is conducting its tenth annual meeting at the Plantation Inn, Raleigh, North Carolina on November 10, 11 and 12, 1982; now

THEREFORE, I, James B. Hunt, Jr., Governor of the State of North Carolina, do hereby proclaim November 11, 1982, as

NCAIR DAY

in North Carolina and join our citizens in this recognition.

By the Governor:

James B. Hunt, Jr.

> President Altieri concluded the Banquet with a second mini-ceremony for installation of 1982-1983 officers and Executive Committee members elected at the morning Business Session [and constituting the first use of that Ceremony]. The highlight of this ceremony ... was his presenting a presidential medallion to Dr. Tom Ray Bohannon - Ninth President of the North Carolina Association for Institutional Research.

. . . . . .

The closing features of this historic Annual Meeting - which would be the last one to take place in the Fall for quite awhile - involved two panel discussions on Friday morning, November 12, following an Executive Committee Breakfast Meeting. The first Panel, "Enrollment, Retention and Recruitment," was moderated by Wanda B. Fisher and included State Demographer Greg Williams, Amos O. Olangunju (North Carolina A & T State University), Gerald L. Honaker (Catawba College), and Tom Stafford, whose prophetic remarks were on "Impending Student Recruitment 'Wars'." The final Panel - "Institutional Research Systems' Presentations" - was moderated by Tom Bohannon and included statements by John Schofield, John W. Rider and C. Ward (Duke University), and Gary T. Barnes.

During the Business Session, which adopted the proposed Constitutional amendments and accepted the report of Auditing Committee Chairman Marjorie White (in absentia), Nominating Committee Chairman Sanford had praised his Committee and presented its members: Ruth Ann Cook, Ozell Cowan (Livingstone College), and John Schofield. He then presented the nominees for 1982-1983 and there being no floor nominations, the following were elected: Tom R. Bohannon, President; LaRose F. Spooner,

President-elect; Leonard R. Ballou, Secretary; Dorothy F. Clark, Treasurer; Larry R. Clark, Nellie T. Hardy, and Kenneth L. Wood, Members-at-Large.

The Tenth Anniversary Meeting in 1982 resulted in several achievements which helped to strengthen the Association and perhaps caused greater appreciation of their organization among the members in attendance. (At that point, active membership had reached 125 - then the highest number in NCAIR's history.) It was apparently the first time that past presidents had been assembled as a group to reminisce, appraise, and forecast. Many of them did so more from their thoughts than from prepared papers as such. In addition, that occasion brought about membership renewal for several of the Past Presidents and Founders, and perhaps made them feel their work had not been forgotten.

"The Tenth" incorporated the first 'changing of the guard' to have a formal Installation Ceremony. It was the first time that NCAIR Founders and Past Presidents had been commemorated with individual medallions. It was the first time an incumbent Governor of North Carolina had officially recognized NCAIR, providing the Association with its "Day."

Now, "The Tenth" had become history and a chapter completed. Presidents Altieri and Bohannon had achieved milestones. What would NCAIR's Centennial be like?

11. The 11th Annual Meeting and Its Prelude

The Association was in relative quiescence as compared with the prospect of an Anniversary, but very active otherwise in the months following that observance. Tom Bohannon was President at this point and, except for Bob Reiman and Tom Stafford who served two terms each, Dr. Bohannon was in office longer than any other president.

This happened because of growing dissatisfaction - noticeable years earlier - with the Fall as Annual Meeting time. A straw vote taken during the November 1, 1978 Business Session, conducted by President Romine during the Sixth Annual Meeting, resulted in 16 members favoring the Spring for Annual Meetings - a total which was way ahead of votes favoring any other time. Next, President Seelbinder and the Executive Committee gave much attention to changing the meeting time, at the Committee's February 16, 1979 session on the Chapel Hill campus. The first modification to result was a proposed Constitutional change, to delete specification of "November" as the time for Annual Meetings. This occurred when the Executive Committee met on September 26, 1980 at Johnson C. Smith University. President Ussery thereupon presented that amendment during the November 13, 1980 Business Session portion of the Eighth Annual Meeting, and explained that adopting it would, among other things, unlock the door to a joint SAIR/NCAIR meeting in 1981. The amendment passed. Thus, the Constitution now provided for an Annual Meeting "each year on a date determined by the Executive Committee."

That forward move virtually assured the historic 1981 Joint Meeting of the two organizations.

That was progress, but there was still a distance to go. The 1981 and 1982 Annual Meetings were both Fall meetings and late October or early November as conference time was proving to be increasingly burdensome on members in the midst of Fall reporting exercises for such insatiable entities as NCHED, HEGIS, Physical Facilities, OCR, and the electronic Personnel Data File and more recent computerized Student Data File of UNC-General Administration. Nor did these efforts include necessary but almost incessant inquiries by chancellors, presidents, and other lofty officials about "How many have we got?" "Are they paying?" "Are they in the dorms?" "What's the ethnic picture?" Etc., et cetera. Beyond these factors, SAIR had its annual conference in the Fall - usually located at some distance from North Carolina - and this, too, put pressure on NCAIR members who wished to or whose SAIR office made it incumbent upon them to attend both conferences.

The result was that the latitude given by the 1980 Constitution became the platform for a motion emanating from a joint Executive Committee/Program Committee meeting on March 23, 1983 at Five Oaks. Wanda Fisher moved (Larry Fincher seconded; carried) "to have a fall drive-in conference with NCACU and move [the] annual meeting to Spring 1984." That settled the problem. Incidentally, the four years during which the issue became more pronounced, seems to represent one of the very few

times when the Executive Committee and Association moved as slowly on a substantive change such as this one.

The year-and-a-half hiatus between the Tenth and Eleventh Annual Meetings probably accounted for a slight drop in active membership - which nonetheless was quite stable in the absence of the 'shot in the arm' provided to membership totals by Annual Meetings. Meanwhile, the same time frame when Five Dollars' dues covered eighteen months also imposed a heavier stewardship upon the incumbent Executive Committee, whose members cheerfully served from November 1982 until April 1984 as a single term of office. But even without a 1983 Annual Meeting, President Bohannon, President-elect Spooner and the Executive and Program Committees had their hands full; and those officers and members kept NCAIR in good working order. Factors such as these attest to the durability and resilience of the Association. The three 1983 Drive-Ins (at Five Oaks in March; Durham Tech in July; and Fayetteville's Bordeaux in November in conjunction with NCACU) did not hurt either (and thus far, no other year has had more than two Drive-Ins).

Now, it was April 1984. President Bohannon and Program Chair Spooner and her Committee had been focusing on Burlington, where eventually, noticeable changes in NCAIR would be quietly inaugurated during the Eleventh Annual Meeting. One of these came about when LaRose Spooner became the first woman to be elected president of NCAIR. In addition, Nellie Hardy, an incumbent Member-at-Large, became President-elect. This was historic: none of the ladies of NCAIR had held such

high office since Gloria Scott, the 'mother' of NCAIR's Constitution and Bylaws (would she recognize it now?), became the first member to be elected NCAIR Vice President, in 1973. Given the space between 1973 and 1984, the hard-working women of the Association might well have felt that LaRose's and Nellie's election was about time!

The Eleventh Annual Meeting was in session April 4-6, 1984 at the Burlington Inn, Burlington, North Carolina. With the theme, "The Ever Changing Role of the Institutional Researcher," 58 registrants and those presenting had a fertile topic to work with. Former AIR President William F. Lasher's Keynote Address (April 4) dealt with the theme. Dr. John E. Weems (Meredith College) appropriately chose as his topic, "A President's View of the Institutional Researcher's Role." The day's sessions concluded with a panel, "The Administrative Revolution in Postsecondary Education: Towards Mediocrity or Excellence," moderated by Timothy Sanford and including panelists Gary Barnes, A. Lawrence Fincher, and LaRose Spooner.

Thursday, April 5, began with a Breakfast Buffet and Business Meeting. At that time, President Bohannon recapitulated "sixteen months of activity since the last Annual Meeting ...." He then called for officers' reports - the Secretary indicating 117 active members, and Auditing Chairman Marjorie White praising Treasurer Clark for her "impeccable maintenance of Association funds." Nominating Committee Chairman Don

Altieri presented a slate for 1984-1985 officers and with no further nominations, those elected were: LaRose F. Spooner, President; Nellie T. Hardy, President-elect; Leonard R. Ballou, Secretary; Ruth Ann Cook, Treasurer; and Members-at-Large Ralph M. Byers, Ronald H. Hilbert (Durham Technical Institute), and Jo Anne Miles[14] (University of North Carolina at Charlotte). Next, the Association adopted a package of various substantive and editorial Constitutional amendments, prepared by the Secretary and including several of his proposals. These changes had been endorsed by the Executive Committee in its February 15, 1984 joint meeting with the Program Committee at the Burlington Inn. These revisions officially moved Annual Meetings from Fall to Spring; effected conforming changes to that particular revision; and re-ordered the sequencing of the Bylaws.

The primary thrust of the professional sessions which occupied the remainder of the day was the omnipresent computer. Various aspects - many particularly relevant to institutional research - received attention. Topics ranged through "Word Processing, Mailing, Filing and Scheduling" (Tom Bohannon and Ruth Ann Cook); and included "PROC TAB, A New SAS Procedure for Report Generation" (Carolyn M. Kotlas of UNC-General Administration). "A Spreadsheet Approach to Institutional Planning" (John W. Rider) was matched by "A Data Base Approach to Space

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[14] Miss Miles, whose hard work behind the scenes had much to do with the success of the November 1984 Drive-In (Charlotte), resigned in February 1985 to accept a new position not related to institutional research.

Utilization Reporting" (Robert Fry). The Friday close-out sessions on April 6 included "Newcomer Training" (Nellie Hardy, Ruth Ann Cook, Dianna Morris) and "An Update on Reporting Matters" involving Gary T. Barnes, Ralph Byers, and Julian Wingfield. The "Newcomer" Workshop was rapidly making Dr. Hardy, Mrs. Cook, and Mrs. Morris a well-known trio on that topic, with their 1984 successes at SAIR's Conference in Little Rock, Arkansas and during the 24th AIR Forum in Fort Worth. The latter presentation resulted in an invitation to repeat their Workshop at the 25th AIR Forum scheduled for Portland, Oregon in Spring 1985.

On the evening before these sessions (April 5), Thursday's Banquet Session for the 11th Annual Meeting had featured the Installation Ceremony, conducted by President Bohannon and highlighted by his presenting a presidential medallion to Dr. LaRose Fulmer Spooner, Tenth NCAIR President. That Ceremony was preceded by his awarding Certificates of Commendation for their services to NCAIR to Messrs. Altieri, Ballou, Sanford, and Wood - Dr. Altieri and Mr. Wood retiring from the Executive Committee; to Dorothy F. Clark - retiring Treasurer; and to Nellie Hardy, Dianna Morris, and LaRose Spooner.

Another Banquet feature, prior to the above refined events, involved NCAIR's first "Essay Contest" results being called for by the President. Prize-winners for this Secretarial creation, judged by "impartial(?), scholarly(?!)" Dottie Clark, Marjie White, and Mike Salani: 1st, Denny Hengstler (UNC-Asheville); 2nd, Don Reichard; 3rd, Pat Braxton. Their "Essays" fit the topic - which was eminently just

retribution for such an atrocity; viz.: "How Dichotomous Bilevelization of Idiosyncratic Verisimilitude Improves Pig Pickins!" (See Appendix E.)

The record of that Banquet Sessions concludes: "With warm statements for NCAIR officers and members, Dr. Bohannon turned the session over to President Spooner, who gave a gracious salute to Immediate Past President Bohannon and thanked all for their confidence and support. After a vivid pledge to carry forward in the best tradition of NCAIR ..., Dr. Spooner brought the Banquet to a close."

12. Retrospection and New Dimensions for the Future

It would seem that a clear picture emerges from the preceding pages: a composite portrait representing many professionals who have given an enormous amount of their time, effort and expertise to an idea. They make a rich story of volunteerism. Leonard Ballou sought to capture something of the Association in his "NCAIR Characteristics" (1983); he felt that the Association was a "warm group of diverse individuals, generally united in thrusts for professional excellence, those thrusts leavened with liberal quantities of good will and good humor."

These pages already contain names of many selfless individuals but there are still others who added their enthusiasm to making and shaping an idea and not every contribution by those persons already encountered has been recorded. As examples for those already met and persons unmet, we have seen Elmo Roesler among the founding members of

NCAIR; we can also meet him presenting the Auditing Committee's report at the 1974 Annual Meeting. Carl H. Johnson (University of North Carolina at Chapel Hill) was the virtual chief caretaker for the July 1976 Drive-In. Cyril H. Harvey (Guilford College), Samuel Baldwin (now at Clark College, Atlanta), and Kenneth L. Harper (Elon College) all gave their services to the 1976 Program Committee. AIR's SIG for TBCU's - "Traditionally Black Colleges and Universities" - found Charles Brown as its chairman and Leonard Ballou constructing its Constitution during 1980-1981. As NCAIR Secretary, Len also tried to help out with the small items, such as creating an Invoice form for the Association in 1982; designing a State Courier Mail rubber stamp (which for some reason seemed to highlight the Elizabeth City area); and put together a "Fack Book" for NCAIR which drew favorable comments from members who were well aware that institutional research has its lighter side after all. In early Spring 1985, he sought to make the Association's archives more visible by compiling an album of NCAIR's documents and photos - the latter existing because of the work of ECSU student Rodney Gross and the volunteer efforts of Robert F. Hill Jr.

In its turn, we have seen the Association seek to recognize its members and not just through electing various of them to office. President Spooner's tribute to Dr. Lehman was cited on p. 44. The 1984-1985 Executive Committee especially recognized former Treasurer Dorothy F. Clark. The earliest members had received Charter Certificates in 1973, signed by President Reiman and Secretary Ussery - the latter of whom

designed them and got them printed in compliance with the Executive Committee's charge of April 27, 1973 during its meeting at Isothermal Community College. Medallions for Founders and Presidents, past and incumbent, have already been cited and the Association's Installation Ceremony may, in time, come to be among its traditions. NCAIR's Certificates of Commendation had their genesis during President Tim Sanford's administration and were first presented (by him) during the Ninth Annual Meeting in 1981. The first recipients were Dalton Brooks, Wanda Fisher, and Vietta Neal, retiring Executive Committee members. Succeeding Annual Meetings have found NCAIR's presidents continuing to recognize members by this method. Meanwhile, NCAIR has its lone Honorary Life Member in recognition of his providing the Association with its Logo.

A capital idea by NCAIR's Program Committee was to begin the practice of providing souvenirs for conference registrants. Bearing NCAIR's Logo and bringing joy, these memorabilia have included glass mugs (1980 Annual Meeting), calendars for the ensuing year (July 1981, 1982, and 1983 Drive-Ins), memo holders and pads (1982 Annual Meeting), and visor caps (1984 Annual Meeting). All items proved to be welcome but the mugs were especially popular - an index to an NCAIR characteristic?

In the line of organizational image, the printed program format for Annual Meetings and Drive-Ins has steadily improved in appearance. The Tenth Anniversary program, of course, was a real booklet. Sometimes NCAIR committee personnel have been listed; and the program for the

Fourth Annual Meeting was the first to acknowledge secretarial assistance. Other programs have acknowledged hotel personnel who went to great lengths to smooth the local arrangements process.

Among NCAIR's officers, a history of NCAIR would be derelict if it did not mention a special distinction for two of the Association's five Secretaries. The distinction - among others equally mentionable - refers to the ability of Wanda Fisher, like Dianna Morris, to get things done amid or despite the fog of deliberative concourse. NCAIR considered incorporating itself; Secretary Morris gave strong and vital help in just going ahead and getting it done. NCAIR and its newsletter became a perennial in the garden of rhetoric; Secretary Fisher went ahead and produced the first one in August 1980 - viz.:

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- duly attached to her invitation to colleagues to join NCAIR. Former Secretary Fisher also dispatched the matter of when the Annual Meeting would occur. It was her motion in 1983 that set Spring 1984 as the time; the Association merely added Constitutional ratification of it. And as this is written, 1984-1985 Treasurer Ruth Ann Cook is working out details for NCAIR to win its first postal permits. And so the momentum continues.

Retrospection would also include the fact that joint efforts have been highlighted - for example, the 1982 count of SAIR's roster being

about 28% NCAIR personnel. To add to that, AIR's Directory 1982-83 listed 31 active North Carolina members, 29 of whom (about 94%) were also active with NCAIR.

It should also be remembered that NCAIR's membership consists of people with a wide variety of titles; just plain "Director of Institutional Research" has become one of the rarer ones. So, with registrars, business officers, departmental chairmen, vice chancellors, professors of an assortment of things, not to mention computer-eaters-and-sleepers, it is not surprising to find a number of NCAIR members listed in an NCACU "first."

A special feature of The North Carolina Association of Colleges and Universities' 1984 Conference was distribution of its first Directory of Member Services, a November 1984 production by the Association's Committee on Services to Institutions. Committee members included Larry Fincher of UNC-Greensboro and Judith Pulley of Appalachian State University. One also found other NCAIR members listed among persons cited by those institutions who responded to the Committee's request, to identify expertise which could be shared. These individuals included Edwin D. Bell (A & T State University), Larry Clark, Vietta Neal, Phares Nye, James Olliver, Don Reichard, James A. Rousseau (Forsyth Technical Institute), and Jewel H. Stewart (A & T State University). They were willing and able to help on such matters as Enrollment Management, Fund Raising, Outcome Assessments, Strategic Planning, and Time Management. Existence of the 14-page first-round booklet (the

Committee looked to more comprehensive editions) makes one hopeful that NCAIR will produce something similar in one of its tomorrows.

All this good work notwithstanding, Retrospection still must touch on one of NCAIR's chief activities: propelling WORDS into the ether or onto the paper. One would think that after twelve years, eleven Annual Meetings, and seventeen Drive-Ins, not to mention uncountable other verbal emissions in committee meetings and before various professional organizations and/or in their journals, etc., NCAIR members would have run out of things to talk about and write about. Not so! - (1) this History got written; (2) come May 1985, they are going to produce the Twelfth Annual Meeting.

It is instructive, nonetheless, to recap and intersperse what these words have been all about by glancing at the truly diverse panorama of topics over the years and not heretofore mentioned. W. Archie Blount discussed "The Impact of A & T State University on the Local Economy: An Update" during the 1975 Annual Meeting. Ralph B. Kornegay (Winston-Salem State University) told all about "Interest in Continuing Education Among Wake County Adults" (1977 Annual Meeting). For the Second Annual Meeting (1974), Ben Romine as Moderator joined John Sanders (Vice President for Planning, UNC-General Administration) and Terrence A. Tollefson (Associate Vice President for Planning, Department of Community Colleges), to give NCAIR members the latest, probably straight-from-the-oracle intelligence on Long-Range Planning.

Returning to the Fifth Annual Meeting, one finds Robert Hill holding forth on "Faculty Data and Profiles: Questions and Dilemmas," while Robert Reiman was back-to-basics with "Planning for Planning" as his Table Topic. Already cited (p. 74) was "Institutional Research for the College Trustee" and for the "New College Administrator." Eminently practical but too often given short shrift (with resultant FTE decline) was the business of "Presenting a College to Prospective Students with Valid Information That is Both Interesting and Useful." That Robert Chapman (Learning Resources Network) or anyone must remind august officialdom of this fundamental (as he did during the March 1978 Drive-In) is a paradox to say the least.

Once admitted, something was supposed to happen to (for, about) the students. A July 1982 Drive-In panel suggested that schools should treat "Adult Learners as People." The Drive-In then put forth "Research Findings and Trends in Adult and Continuing Education" - requiring the combined talents of Moderator Tim Sanford and presenters Edyth B. Cole (Elizabeth City State University), Ron Hilbert, LaRose Spooner, and Ken Wood - whereas Durham Tech President Phail Wynn took care of the "Threat and Opportunity of the Adult Learner" all by himself.

Reflecting other things to happen to students was Bill Welis's (UNC-Chapel Hill) discourse on "Fraternity and Sorority Membership and Academic Achievement" (March 1978 Drive-In), while Joseph D. Creech (Western Carolina University) asked, "The Federal Government Spends Billions on Student Aid - So What!" (August 1978 Drive-In). It may

have been, therefore, somewhat less than coincidental that Dr. R. Sue Mims (University of Michigan) discussed "Planning and Research Strategies for Coping with Scarcity and Achieving Flexibility" during the July 1981 Drive-In; that Moderator Don Altieri and Panelists Ralph Byers, Larry Fincher, and Nellie Hardy tackled "Reagonomics: Research Implications for Postsecondary Education"; and that LaRose Spooner gave the secrets to "The Assessment of the Financial Status of Your Institution" - all in the April 1982 Drive-In.

North Carolina State Senator Charles W. Hipps let it be known "How the North Carolina Legislature Perceives Higher Education" in July 1984 (Drive-In). Not unrelated, Jonathan Fife of the ERIC Clearinghouse had already pointed out (during the August 1978 Drive-In) the need to research "Student Aid: What is Known and What We Need to Know." Meanwhile, Chancellor Albert N. Whiting of North Carolina Central University explored "The Future of Predominantly Black Colleges and Universities" in March 1983, and during that Drive-In at Five Oaks, NCAIR expressed appreciation for his leadership with a Special Award to him.

To help guide the wary and weary through the maze of late-20th-century higher education, Dr. Jana B. Matthews - brand-new president of the brand-new NCHEMS Management Systems, Incorporated - explained (November 1934 Drive-In) how her NCHEMS subsidiary could aid. She was an exception to part of the "Uncommon Women/Common Themes" that Ellen M. Ironside (then UNC-Chapel Hill) decried in Annual Meeting IX (1981).

But perhaps the word bank was getting low, after all. Canada's irrepressible Jeffrey Holmes had already warned NCAIR and SAIR in 1981 that words might be replaced with numbers. (Could the soprano use chord numerals for "I Love You Truly" and Bach's Coffee Cantata percolate via synthetic synthesizer in the future?) NCAIR's Drive-Ins and Annual Meetings became, in part, trysting places to trade the latest on computers and computer-ese. There have been "micros," and "spreadsheets," and SPSS, and Apple's (the inedible kind), and SAS, and MIND, and PROC TAB, and PRIME. John T. Hogan (North Carolina Educational Computing Service) sought to de-mystify by explaining "The ECS Electronic Mail Service" at the April 1984 Annual Meeting. However, a year earlier (July 1983), Hero the Robot was among featured speakers during the Drive-In at Durham Technical Institute. The Institute's quite human Frank M. Grzesik sought to put people more at ease by explaining "Robots by the Year 2000."

Yet, through all of it, a sense of balance prevailed. Amid the technical talk and sonorous oratory, the program for Annual Meeting VII (October 31, 1979) included the appropriate reminder, "Trick or Treat," on its last page. No trick but an outstanding treat was cited by Drive-In programs for April 1980 and April 1982 (respectively, UNC-Chapel Hill and Five Oaks) as NCAIR continued to reflect public appreciation of those whose thoughtfulness made members comfortable. And so, Peggy Sanford was thanked for "delicious baked goods" in 1982 - goods which had extended "throughout the day" in 1980. Nor was Mrs.

Sanford any less generous when NCAIR returned to Five Oaks in March 1983 and enjoyed her pastries and beyond that, Peggy was even more gracious four months later when she opened her Durham home to the Executive Committee.

Another treat for many NCAIR members was seeing Mike Salani's clearly expressed enthusiasm for the Association - something he brought to the meetings when he needed a cane just as when he did not. Equally supportive, if in quieter fashion, were such members as Ozell Cowan, Preston G. Davis (UNC-General Administration), Denise F. Mahone (Fayetteville State University), Alice Ann Hyman (SAS Institute, Inc.), Ron Hilbert, and Sandhills' George C. Lewis. Like these and many other members who did much work but shunned the spotlight, it was Candace W. Tippett (Caldwell Community College and Technical Institute) who omitted her name from the two editions of the booklet she constructed, entitled Institutional Research and Planning Personnel (2nd edition, April 1984) - a publication highlighting some pretty important people in the North Carolina Community College System. (It was instructive to note that presidents were among such personnel.) But perhaps the most arresting anonymity was a label associated with art exhibits but not often with speeches: "Untitled," delivered by Nat Felder to his April 1980 Drive-In audience on the Chapel Hill campus.

With so rich a heritage, how could the Association founder? Its members and presidents saw to it that it did not. Thus, Don Altieri's

administration celebrated the 10th Anniversary. Tom Bohannon's kept the Association alive and well during the year and a half between Annual Meetings. Next, LaRose Spooner's 1984-1985 administration addressed "Where do we go from here?" Her answer, besides Cherokee in the Summer and Charlotte (with NCACU) in the Fall of 1984, was her June 20, 1984 appointment of an "Ad Hoc Committee to Plan the Second Decade."

This five-person Committee, chaired by Gary Barnes and involving Larry R. Clark, Wanda Fisher, Gerald Honaker, and Richard D. Howard (North Carolina State University and former SAIR President), met on September 20, 1984 at Catawba College. Its deliberations resulted in a 7-page "Preliminary Report" dated October 31, 1984 and presented to the Executive Committee by Dr. Barnes during the November 1, 1984 Charlotte Drive-In. It was an excellent document, suggesting a number of changes (in some cases echoing suggestions of years ago) designed to improve NCAIR. The Executive Committee discussed various features at length - in November; on January 29, 1985 at Meredith College; and on February 28, 1985 at Wrightsville Beach. In a sense, Gary's committee report generated discussion from hillside to waterside.

It remained to see (at this writing) if the Association would adopt the points finally endorsed by the Executive Committee. These were: (1) abolish the historic three classes of membership (Individual, Institutional, Organizational) and just have "members"; (2) increase dues from the historic, hallowed, and inexpensive Five Dollars

to an astronomical Fifteen Dollars per annum; (3) inaugurate a newsletter complete with an editor - thus raising again a discussion point dating from two months after the founding of the Association; (4) put the fiscal year back on track - from Annual Meeting to Annual Meeting (an issue shunted to various sidings in NCAIR's 'switching yard' over the years); (5) prepare an annual budget - assigned (as in 1973) to the Treasurer, the document to be put for adoption, modification or rejection by the Association; (6) create a brochure extolling the value of NCAIR - in hopes this marketing device would fatten the membership roster and implicitly convey more 'substance' to the Association; (7) re-activate, expand, and give muscle to the Membership Committee;[15] and (8) consider a greatly-expanded printed program in lieu of the Proceedings - the program format to include substantially those matters which would normally be in the Proceedings. These would be among the important topics dealt with, come May 1985, when the Twelfth Annual Meeting will have considered "New Horizons for Institutional Research in Information Management and Organizational Planning" - a theme intersecting an organizational concept in sociology (pointed out by NCAIR-friend, Stanley Teinshang Lee) whereby NCAIR achieved 'stabilization' by attaining and retaining involvement in the 'wider collective system' of

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[15] Not only membership increase but perhaps especially reclamation would be excellent targets. With all NCAIR's successes, its 1984-1985 Secretary was a little startled when he finished entering into the computer all members of record, 1973-1985 (i.e., available to him). Of 359 unduplicated headcount, he learned that only about 30% of that population was active as of March 1985. Perhaps the inactive list was an area for exploration.

institutional research/planning efforts of American higher education and those allied with that enterprise.

Perhaps there is no "completion" for this text - especially given the fact of including incumbency in a history, a sort of no-no for obvious reasons. But including incumbency may be a plus factor in this instance, since it shows The North Carolina Association for Institutional Research just as full of vitality now in 1985, as back in 1972 when Charlie Brown and his founding Ad Hoc Committee led the members-to-be into realization of a dream in January 1973. Members may feel with justification that the future looks bright in 1985 and that events of the years in between were well worth all the enormous volunteer effort to keep alive and strong the concepts of this particular state association - efforts made with good will and in good cheer.

NCAIR has done itself proud, we think. There is every reason to be confident that it will continue to do so. And to close on a more distinctly personal note, we hope the next person(s) to recount its history enjoys the labor as much as we did. In fact, he or she will probably have more fun; there will be many more significant developments and achievements to recall.

And who knows: instead of using a monograph, perhaps tomorrow's readers will merely push a button or speak in a certain direction, instantly activating NCAIR's history via some microscopic contraption decoding bytes and 'nibbles' in an electronic Space Library whizzing through the stratosphere (if the Jedi and such do not eat it first!).

APPENDICES

APPENDIX A

Excerpts from

Planning in North Carolina Higher Education and Its Impact on the Role of Institutional Research*

Dr. Allen J. Barwick
Budget Administrator
North Carolina Division of State Budget and Management

I. Development of Public Higher Education and Institutional Research

A. Current Statewide System of Higher Education

North Carolina has more colleges and universities than any other state in the South except Texas. The 74 public and private institutions of higher education in the state differ greatly in sponsorship, organizational structure, size of enrollment, and degree offerings. There are 33 public institutions, consisting of 16 senior colleges and universities and 17 community colleges. The 38 private and church-related institutions include 29 senior colleges and universities and 9 junior colleges. There are in addition 2 Bible colleges and a theological seminary. These institutions in the [F]all of 1976 enrolled a total of 168,256 students, and ranged in size from 270 students at Sacred Heart to 20,293 at the University of North Carolina at Chapel Hill.

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* A paper presented by Dr. Norm Uhl, Associate Vice Chancellor, North Carolina Central University, at the 1977 Association [for] Institutional Research Forum in Montreal. The paper draws heavily from documents cited within it as well as the author's file notes, correspondence, and other such documents.

B. Historical Development of the Public System of Higher Education and Institutional Research

The University of North Carolina was authorized by the State Constitution of 1776 and chartered by the General Assembly of 1789. The charter declared 40 named persons to be "a Body Politic and corporate, to be known and distinguished by the Name of the Trustees of the University of North-Carolina" and gave the corporation perpetual succession. (Laws 1789, ch. 20.) In 1868, the new State Constitution gave more explicit recognition to the University and provided for the reconstitution of its board of trustees, as did an 1873 [C]onstitutional [A]mendment and related statutes. Throughout that period, the University at Chapel Hill was the only State-supported institution of higher education in North Carolina.

Beginning in 1877, the General Assembly created or acquired for the State the other 15 institutions that are today part of The University of North Carolina. In some instances, those institutions were initiated by legislative action, in other instances, existing institutions which previously had been private or quasi-public in character were, at their own request, taken over as State institutions. Some of them were established as collegiate institutions, authorized to give the types of degrees usually given by colleges at the time of their creation[.] [M]any of them began their existence as high schools or normal schools of less than college grade and, over time, held status successively as normal schools, junior colleges, and senior colleges

authorized to give bachelor's degrees. Some of them were located with a view to Statewide service, others were located with only a local service role in view. Five of the institutions were created originally to serve black students and one to serve the Lumbee Indians.

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... In an effort to bring about better coordination of the numerous elements of the State's fast-growing higher educational enterprise, the General Assembly of 1955 established the North Carolina Board of Higher Education and gave it general planning and coordinating authority with respect to the public institutions of higher education. Initially this meant only the senior institutions, but by the early 1960's the Board had acquired coordinating authority with respect to half a dozen State-aided local community (two-year) colleges as well.

More specifically, the 1957 General Assembly enacted a Community College Act which related community colleges to the Board of Higher Education but limited state aid to college parallel programs and technical programs of college grade. Between 1957 and 1963, three preexisting municipal junior colleges (Asheville-Biltmore, Charlotte, and Wilmington) and two new community colleges (College of [T]he Albemarle and Gaston College) operated under the provisions of that Act.

The 1957 General Assembly also established a system of industrial education centers (vocational and technical) under the State Board of Education. By 1963 there were 20 industrial education centers, and the

need to add general education curricula in those institutions was becoming apparent.

In order to provide for the optimum development of post-high school programs below the baccalaureate level and to bring together two separate systems which in many ways were becoming more and more alike, the 1963 General Assembly (following the recommendation of the 1962 Report of the Governor's Commission on Education Beyond the High School) combined the previous community college and industrial education center systems into a new community college system. The new community college system with comprehensive vocational, technical, adult, and college parallel programs, was made a responsibility of the State Board of Education operating through a new State Department of Community Colleges. The community college system in North Carolina now consists of 51 institutions - 34 technical institutions and 17 community colleges.

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The 1963 General Assembly also created The North Carolina School of the Arts as a conservator, offering training in the performing arts both at the secondary and the collegiate levels. This brought the number of State-supported senior institutions of higher education to the present 16.

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The increasingly frequent instances of legislative involvement in higher educational policy making during the late 1960's occasioned

increasing criticism within and outside the General Assembly as to the appropriateness of the legislative forum for the resolution of educational issues. Coupled with that concern was a growing conviction in North Carolina as elsewhere in the Nation that more effective means of planning and coordinating the activities of the public institutions of higher education were needed.

In May 1966, Governor [Dan K.] Moore speaking to presidents, chairmen of institutional boards of trustees, members of the Advisory Budget Commission, members of the Board of Higher Education and others called for the development of a comprehensive plan for higher education. In the process, Governor Moore stated that statewide plans for higher education are in part dependent upon an analysis of the plans for our individual institutions .... Each institution was directed to initiate planning studies immediately. The Advisory Budget Commission then gave consideration to requests from institutions for funds for this planning effort.

In August of 1966, the first formal action was undertaken to create offices for the purpose of institutional analysis. The role of this office was stated as follows:

> The purpose of the Office of Institutional Research is to study the operations and practices of the institution, the effectiveness of its instructional program, admission policies and other pertinent matters relating to the academic structure of the institution. The Director of Institutional Research and Development will direct research studies concerned with providing data useful or necessary in the making of informed and administrative decisions for the successful operation, maintenance, and improvement of

> the institution. The responsibility of the office includes the collection and analysis of data used (1) in appraising the environment in which the institution operates, (2) in preparing the budgetary requests, (3) in careful study of space utilization, (4) in determining faculty loads, (5) in admitting students, and (6) in planning the overall educational program.

In summary, the office was established to facilitate efficient planning and management as well as to promote qualitative improvements.

Presently, there is an Office of Institutional Research established on each of the 16 campuses of the University. Institutional research on some campuses goes far beyond the activities of the Institutional Research Office.

The planning effort, in essence, established for the first time the concept of statewide planning and institutional research. One of the first institutional research responsibilities at the campus level was to coordinate the development of institutional planning documents that would be used ultimately in the formation of the 1968 Planning [f]or Higher Education [i]n North Carolina - the first comprehensive statewide long-range plan.

Out of the 118 recommendations appearing in this Plan, Recommendation 114 has probably impacted higher education in general and institutional research and planning in particular more so than any of the other recommendations. Recommendation 114 read: "The General Assembly should create a single agency to plan and coordinate higher education, with authority to review budgets and to prepare a single budget request for higher education, and the higher educational planning and coordinat-

ing functions of several existing agencies should be transferred to the single agency ...." This recommendation laid dormant until 1971 when a special committee created by the Governor gave several months of study to alternative modes of reorganizing - or "restructuring," as it came to be called - public senior higher education and filed a report and recommendations with the Governor, who transmitted it to the General Assembly, in the [S]pring of 1971.

Unable to reach agreement on the matter in that regular session, the General Assembly met in an adjourned session in October of that year and enacted the Higher Education Reorganization Act of 1971. By that [A]ct, Chapter 1244 of the Session Laws of 1971, the General Assembly "redefined" The University of North Carolina to comprise 16 institutions, including the six that were then a part of The University of North Carolina and the ten other institutions that had been up to that time independent legal entities. To the Board of Governors of The University, the General Assembly granted virtually all powers of government over the 16 constituent institutions. The former Board of Higher Education was abolished and its powers were absorbed by the Board of Governors. Separate institutional Boards of Trustees were retained, but with virtually all their powers to be held on delegation from the Board of Governors.

In drafting and enacting the Higher Education Reorganization Act of 1971, the General Assembly was careful to "redefine" - not to abolish and then recreate - The University of North Carolina, and to "redesig-

nate" the former Board of Trustees of The University of North Carolina as the "Board of Governors of The University of North Carolina." Thus the Board of Governors is in law the same body that was known as the "Board of Trustees" prior to July 1, 1972 (the effective date of the Higher Education Reorganization Act), notwithstanding the change in name, size, membership, and jurisdiction of that body. The Board of Governors is, in a different legal sense, the legal successor to the ten Boards of Trustees of the ten institutions that were merged into The University of North Carolina by the Higher Education Reorganization Act of 1971.

II. The Planning Function of The University

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The planning responsibility of the Board of Governors ideally involves the gathering and analysis of information on the needs of the State and of current and prospective students for the kinds of educational and related services that The University should be able to provide; the determination of which of those identified needs should be met by The University or by other institutions and the extent to which they should be met; the determination of the proper role and responsibility of The University and each of its constituent institutions in the service of the State; the determination of the resources required to carry out the programs found to be needed; and in the light to evaluated experience and a review of needs, the adoption and

periodic revision of a comprehensive plan in which each of the institutions will be given a well-defined role in conducting the educational activities that collectively constitute the program of The University.

The statute requires that

> [t]he Board, in consultation with representatives of the State Board of Education and of the private colleges and universities, ... prepare and from time to time revise a long-range plan for a coordinated system of higher education .... [G.S.116-11(1)]

The Board of Governors, consistent with that charge, takes into account the current programs of the private institutions and the community colleges that are realistically available to substantial numbers of North Carolina residents, when determing whether to undertake or expand similar programs in the constituent institutions of The University. The Board of Governors takes into account the plans that the community colleges and private institutions communicate to the Board.

It is the duty of the Board of Governors, in consultation with representatives of the private and community college sectors, to determine needs and project affirmatively the higher educational programs it finds to be required by the State; to indicate which of those programs can best be performed by the constituent institutions of The University, which can best be performed by the community colleges and which by the private institutions, and which should be the responsibility of two or all three sectors; and to set out those decisions in the form of a plan that it communicates to the institutions and revises from time to time in the light of changing circumstances.

One might say that the first planning document produced [under] [T]he University was in essence the third statewide long-range plan for higher education in the State of North Carolina, the other two, already mentioned, being written in 1962, and 1968. This Plan, entitled The UNC Long-Range Plan 1976-1981[,] was completed in April of 1976 after two years of data gathering and analysis greatly facilitated through the network of institutional research offices throughout the system. While the first two plans were directed, for the most part, toward the State's General Assembly and called for structural changes in the system of higher education, the 1976 Plan was more operational in nature and was directed toward institutional decision-makers.

The impact of the first two plans was very significant in that both resulted in reorganized post secondary systems; i.e., the community college and technical institute system and [T]he University of North Carolina. Time will only tell as to the significance of the 1976 Plan which is essentially considered as just the beginning of the planning process for [T]he University.

The more recent statewide plan did not assume to provide answers to the numerous and broad sweeping problems confronting [T]he University, but rather it established the conceptual framework for the analysis of a variety of areas of concern; e.g., degree program development, evaluation of degree programs, stregthening the developing institution[,] remedial education, etc. Most of these studies have either been undertaken, are underway, or are being planned. Many of them will be

addressed in the next section of the Plan to be completed sometime in 1977. (The planning process calls for an annual update of the Plan.)

III. The Universit[y's] Institutional Research Function

The institutional research functions in The University of North Carolina consist chiefly of: 1) personnel assigned to that function as a principal activity; 2) the management information systems and supporting computers of General Administration ([t]he administrative or central offices of [T]he University) and the several institutions; and 3) a structured and recurring series of reports either designed for or used by The University to gather data necessary for sound policy analysis and decision.

The General Administration maintains a staff of six persons engaged full-time in providing information services to the President and his staff. They report to the Vice President for Planning. This element of the Planning Division is responsible for (1) determining the informational needs of the Board of Governors, the President, and his staff; (2) designing appropriate studies, analyses, and procedures to meet those needs; (3) translating the needs for information to the 16 constituent institutions and working with those institutions to assure comparability of response capability and accuracy of data; and (4) processing and preparing both routine and special reports required by agencies of the State of North Carolina and the federal government.

Each of the 16 constituent institutions of The University maintains a staff commensurate with its size which is dedicated to the function of institutional research. The Director of Information Services of the General Administration works directly with the 16 campus directors of institutional research to communicate informational needs, help develop common understanding of and response to reporting requirements, and provide assistance where needed to improve institutional procedures. Internally, the directors of institutional research coordinate the staff capacities of their own institutions to meet campus needs for management information and to meet the requirements of the General Administration.

Each institution has developed, in varying degrees of sophistication, management information systems that serve both their internal and external information needs. In many instances, these systems are maintained on and served by computers, and the essential computer data bases are designed to genera[t]e both specialized and recurring reports as required. It is a major objective of the General Administration to help all institutions reach a high level of competence in this area, and to develop all possible opportunities to help them increase their efficiency and avoid cost duplication.

Present demands for information by the federal government and other agencies are so great that they nearly saturate those resources that The University is able to apply to this function. As a consequence, there is an acute awareness on the part of the General Administration

of the need to exercise restraint in the imposition of reporting requirements on the institutions. Therefore, the principal data base to be used for management information is the composite and minimal data base necessary to meet continuing requirements.

The chief use of statistical data concerning The University is to prepare an annual report for the Office [for] Civil Rights (OCR) of the Department of Health, Education and Welfare (HEW). In addition, all institutions of The University of North Carolina participate in the annual federal Higher Education General Information Survey (HEGIS). To fill in gaps in data reported to these agencies and to meet known internal requirements, The University has designed a report series entitled North Carolina Higher Education Data (NCHED). The aggregation of the unduplicated data elements required to prepare these reports, plus the addition of 13 selected data elements for personnel and students, constitutes the data base used as our information resource. Through data base management and updating, The University fills most of its informational needs. While specialized reports will be required from time-to-time, the General Administration will continue to rely upon and refine this information process.

IV. Summary

Institutional Research has played an important role in statewide higher education planning in North Carolina and continues to do so

today. Since the first Office of Institutional Research was created some ten years ago [ca. 1966], two statewide plans have been developed and, in large measure, implemented. To identify all the accomplishments of these offices with respect to developing these plans would be very difficult. Probably the most signifcant contribution in this regard was the development of the University-wide information system that served largely as the sole source of data for both plans.

Similarly, the Plan's impact on institutional research is equally difficult to assess. One noticeable change in the Institutional Research functions that has occurred since the 1968 Plan is the greater emphasis on evaluation of studies. Such studies, however, are done in large measure by General [Administration] with ... campus Institutional [Research] serving as a data resource rather than performing the studies locally. Consequently, there appears to be a noticeable trend toward Instit[u]tional Research being involved more in information management than institutional research.

A resounding complaint of many Institutional Research offices is that there is not enough time to do good institutional research. One campus has abolished the Institutional Research office and turned the information management functions over to the computing centers. From General Administration's perspective, this particular arrangement has actually produced better information. The result of not continuing the research functions has not been assessed, however.

In summary, Institutional Research has played a very significant role in the [S]tate's history of long-range planning. The creation of a statewide Governing Board has had significant impact on Institutional Research in that more attention has been placed on data gathering and report generations with less attention on fundamental institutional research of which the long-range implications, although uncertain in scope, might ultimately point toward the elimination of the Institutional Research functions. The proper balance between these two functions needs attention to say the least.

APPENDIX B

OBJECTIVES AND RESOLUTIONS

made at

THE NORTH CAROLINA BOARD OF HIGHER EDUCATION CONFERENCE

ON INSTITUTIONAL RESEARCH AND DATA PROCESSING

Appalachian State University

August 3,6, 1970

OBJECTIVES

1. To educate personnel at all institutions of higher learning in the State of North Carolina in the concept of management information systems and compatible data element dictionaries and the systems approach to higher education.
2. To design and encourage the use of a compatible data element dictionary for colleges and universities in North Carolina, taking advantage of WICHE where possible.
3. To study the concepts of uniform data reporting including (a) data to be reported and (b) level of data to be reported.
4. Encourage a working relationship between institutional research, data processing and other appropriate personnel at all institutions of higher learning.
5. To foster the interchange of systems development, institutional research techniques and computer programming systems in institutions of higher learning.
6. To promote continuing evaluation of data processing and MIS system techniques at each institution.

RESOLUTIONS

WE THEREFORE RESOLVE:

THAT a working group of institutional research, data processing and other appropriate personnel be organized in the State of North Carolina,

THAT the group be given the objectives stated above,

THAT the group be composed of institutional research, data processing and other appropriate personnel officials concerned with higher education in North Carolina with the membership open to private as well as public schools in the state

AND THAT this organization be a group working under the organizational leadership of the North Carolina Board of Higher Education.

THE ASSOCIATION FOR INSTITUTIONAL RESEARCH

APPENDIX C

Founding and Predecessor* Documents of NCAIR

Box 382
April 6, 1972

MEMORANDUM

To: Allen J. Barwick
Harry S. Blanton
W. Archie Blount
John B. Davis
James E. Jeffries
Edward A. Nelsen
Robert E. Reiman
Marlow F. Shute
Norman P. Uhl

Fr: Charles I. Brown

Re: AIR Meeting Relative to the Formation of State and Regional Organizations

Each of you by now I am sure has received a letter from Sidney Suslow, Past President and Chairman of Development and Professional Services Committee, relative to the holding of an open meeting on Monday, May 1, 10:00 a.m. to 12:00 noon at the Deauville to discuss strategems that hopefully will lead the formation of new state and regional AIR organizations.

It may have crossed your mind as to how did Sid Suslow get your name, well the truth of the matter is that as a member of the Development and Professional Services Committee I snitched on you. I snitched on you because when and wherever AIR Forums are held you are there either reading a paper or otherwise contributing to the success of the Forums and to the overall advance of institutional research in general. I count the above as indicators as interest and I am hopeful that this perceived interest in AIR which I see in you will again manifest itself and spur a sizable North Carolina attendance at the State and Regional AIR organizational Meeting and the ultimate creation of a viable state organization in North Carolina.

Thinking right off the top of my dighnbat it occurs to me that in North Carolina the floor of a statewide organization is already very much present in the work performed by Allen Barwick and John B. Davis with the several

* Authors' Note: This Memorandum, certainly among - if not the - earliest specifically NCAIR-related item(s), appears here because Allen Barwick remembered its existence and Linda Balfour exhumed it from Planning Division files (UNC-General Administration).

institutions of the state. A second fortunate is that in close proximity to Raleigh in Durham is the National Lab for Higher Education and Jeffries, Nelsen, and Uhl at North Carolina Central. These institutions and persons could it seem to me provide the needed overlay and push needed to bring about a local or state unit of AIR.

Reiman and Blount are rather distantly located but it may interest all of you to know that Reiman's name was suggested by me a year or more as being one whom I though would be a prime instigator in this behalf.

See you in Miami for talk and the exchange of our second ideas.

cc: Sidney Suslow

4-1-72

For a regional organization could we not resurrect the idea of schools that were a part of RELCY ???

FAYETTEVILLE STATE UNIVERSITY
Fayetteville, North Carolina

January 4, 1973

Dear Colleague:

As many of you already know, the National Association for Institutional Research has encouraged the establishment of institutional research associations on the state and regional levels. As a result, several Tar Heels attending the 1972 Forum in Miami resolved to form a state association upon their return to North Carolina.

Volunteering their services to the above purpose, an Ad Hoc Committee has developed a draft of the constitutional framework and is now able to announce that the NORTH CAROLINA ASSOCIATION FOR INSTITUTIONAL RESEARCH will be officially organized on January 24, 1973. This Association proposes to serve in the following distinctive ways: to provide for professional development; to disseminate information and interchange of ideas of common interest; and to function as a unifying agency among the several institutional researchers of the state and all other persons and agencies related to higher education that share an interest common with NCAIR in the evaluation of post-secondary educational programs and opportunities.

The time and place of this meeting will be January 24, 1973 in the UNC General Administration Building in Chapel Hill. Registration for the meeting will begin at 9:00 a.m. Assisting with the formalities of the 10:30 a.m. inaugural session, Dr. Cameron P. West, Vice President for Planning, UNC, has agreed to serve as the principal speaker for this occasion. The afternoon or Business Session, currently scheduled for 1:30-3:00 p.m., will be given over to the construction and approval of a constitution for NCAIR, the nomination and election of NCAIR officers, etc.

If you are interested in becoming a charter member and/or would like to attend the organizational meeting, please return the enclosed application form as early as possible.

Sincerely yours,

Charles I. Brown

Charles I. Brown

CIB/lkw

cc: Members of the Ad Hoc Committee

Allen J. Barwick
Harry S. Blanton
Charles I. Brown
Jones E. Jeffries
Edward A. Nelsen
Robert E. Reiman
Gloria D. Scott
Tom Stafford
Norman P. Uhl
Robert M. Ussery

THE NORTH CAROLINA ASSOCIATION OF INSTITUTIONAL RESEARCH

CHARTER MEETING

Wednesday, January 24, 1973

Board of Governor's Auditorium
UNC General Administration Building
Chapel Hill, North Carolina

AGENDA

9:00-10:00 a.m.	Registration and Coffee	
	Morning Session Allen J. Barwick, Temporary Presiding Officer	
10:00-10:15 a.m.	Salutatory Remarks from:	
	UNC - President William Friday AIR - Dr. Joseph T. Sutton, President ETS - Dr. J. A. Davis, Director, Durham Office NCHEMS - Mr. George Beatty, Associate Programmer NHLE - Dr. Harry Blanton, President	
10:15-11:00 a.m.	Keynote Address	Dr. Cameron West, Vice President for Planning, UNC
11:00-11:30 a.m.	Organizational Session	
	Resolution to Organize NCAIR	Dr. Thomas Stafford, Student Affairs Research, N. C. State
	Election of Chairman Protem	
	Ad Hoc Committee Report on NCAIR Constitution & By Laws	Dr. Gloria Scott, Director of Institutional Research, NC A & T
	Review of Morning Session	Chairman Protem
	Afternoon Session Chairman Protem Presiding	
1:00- 2:00 p.m.	Adoption of Constitution and By Laws	
2:00- 2:30 p.m.	Nomination and Election of Officers	
	Report of Nominating Committee	Dr. Norman Uhl, Professor, N. C. Central
	Election of Officers	
2:30- 3:00 p.m.	Closing Remarks -	President Presiding

CONSTITUTION AND BYLAWS
FOR THE
NORTH CAROLINA ASSOCIATION FOR INSTITUTIONAL RESEARCH
(Ratified, January, 1973)

ARTICLE I NAME

The name of the Association shall be the North Carolina Association for Institutional Research.

ARTICLE II PURPOSES

The major purposes of this Association shall be: (1) to provide for professional development; (2) to provide for the dissemination of information and the interchange of ideas on problems of common interest; (3) to contribute to the advancement of post secondary education in its fullest and broadest implications; and (4) to foster a friendly spirit of unity and cooperation among persons having interests and activities related to institutional research.

ARTICLE III MEMBERSHIP

There shall be the following three categories of membership: individual membership, institutional membership and organizational membership. Each category of membership shall have only one vote.

Section 1. Individual Membership shall be open to any person engaged in institutional research, or who has interests and activities directly related to institutional research.

Section 2. Institutional Membership shall be open to any post secondary educational institution.

Section 3. Organizational Membership shall be open to any professional organizational or educational organization with interests and activities related to institutional research.

ARTICLE IV OFFICERS

Section 1. Officers - The officers of the Association shall consist of the President, the Vice-President, the Secretary, and the Treasurer.

Section 2. Duties of Officers

President - The President shall: (a) serve as Chairman of the Executive Committee and preside at all meetings of the Association; (b) represent the Association or provide for appropriate representation for the Association at national, regional, and local conferences or meetings of interest to the Association; (c) act

as spokesman for the Association; (d) have general responsibility for promoting membership in the Association; (e) appoint committee members; and (f) perform any other duties necessary to assist the Association in achieving its purposes as stated in the Constitution.

Vice President - The Vice President shall: (a) perform all of the duties of the President in the absence of that officer; (b) assist the President; (c) coordinate the annual meeting; (d) perform other assignments which may be delegated by the President; and (e) assume the duties of the President in the event that an unexpired term of the presidency occurs.

Secretary - The Secretary shall: (a) keep and publish annually an accurate listing of the members of the Association and provide a list of active members during the annual meeting; (b) keep the minutes of the annual meeting and the meetings of the Executive Committee; and (c) shall have the responsibility for printing and distributing at the earliest possible time, the proceedings of the annual meeting.

Treasurer - The Treasurer shall: (a) collect annual dues; (b) provide the payment of duly authorized expenses of the Association; (c) prepare formal financial statements for the executive committee meetings and annual meeting; and (d) perform any other duties assigned by the President.

Section 3. Term of Officers - The term of officers shall be one year. All officers shall assume office at the close of the annual meeting at which elected and serve until the close of the annual meeting coinciding with the completion of the term for which they are elected.

Succession - Each officer is eligible to succeed self, not more than two consecutive times, in the same office.

Section 4. Election of Officers - All officers shall be elected at the annual meeting by a majority vote of those members present and voting. Voting shall be by written ballot.

ARTICLE V EXECUTIVE COMMITTEE

Section 1. Composition - The Executive Committee shall be composed of the President, Vice President, Secretary, Treasurer, the immediate Past President, and two Members at large elected by the membership. The President shall be the Chairman.

Section 2. Duties - (a) The Executive Committee shall have the general supervision of the affairs of the Association between its annual meetings, fix the hour and place of meetings, make recommendations of the Association, and perform such other duties as are specified in the ByLaws; (b) the Executive Committee shall function as the Budget Committee; and (c) in addition, shall pose questions with the President on important policy matters.

Section 3. Vacancies - Unless otherwise provided for in the

Constitution, the Executive Committee shall have the authority to fill any vacancy by appointment for the unexpired term. Any individual appointed by an unexpired term shall be eligible to succeed himself and to serve a full elective term as provided for in the Constitution.

ARTICLE VI BYLAWS

The Association shall adopt ByLaws for the conduct of its affairs not inconsistent with this Constitution. Such ByLaws may be adopted, repealed, or amended any annual meeting of the Association by a majority of the members present and voting, provided that the proposed amendment to the ByLaws shall have been circulated at least 30 days prior to the annual meeting.

ARTICLE VII AMENDMENTS

This Constitution may be amended at any annual meeting by a 2/3 vote of members present, provided the substance of the proposed amendment shall have been submitted 30 days prior to the meeting in the call of the meeting.

Section 1. Meetings - The purpose of the Association will be served by annual meetings, special meetings, and executive committee meetings. (a) The Annual Meeting of the Association shall be held during November of each year on a date determined by the Executive Committee; (b) Special Meetings of the Association may be called by the Executive Committee, or by petition of ten percent (10%) of the active membership; and (c) the Executive Committee shall meet twice, once in December following the annual meeting (Budget Meetings) and at another time so designed by the President. Special Meetings of the Committee can be called by the President.

Section 2. Membership Dues - There shall be two categories of dues, individual and institutional/organizational. Annual dues for the individual membership shall be five dollars ($5) payable upon acceptance of membership. Annual dues for institutional/organizational members shall be twenty-five ($25) payable upon acceptance of membership. Dues are due January 1 and must be paid by September 30 for a member to have active status at the annual meeting. The dues year is the same as the fiscal year January 1 through December 31.

Section 3. Voting - For voting purposes, each member, individual or institutional, shall have one vote. Individual members are entitled to one vote. Organizational and Institutional members are entitled to one vote cast by a designated representative of the organization or institution.

Section 4. Fiscal Year - The fiscal year of the Association will be from January 1 through December 31.

Section 5. Committees

A. A Nominating Committee of at least three members shall be appointed by the President no later than October 5 for each annual

meeting.

B. A Committee on Program and Local Arrangements shall be appointed by the President for each annual meeting.

C. An Auditing Committee shall be appointed by the President for each annual meeting. This committee shall audit the Treasurer's books for the preceding year.

D. The Membership Committee shall be appointed by the President.

E. Such other Committees as deemed necessary for the welfare of the Association may be appointed by the President.

Section 5. Quorum - A quorum to conduct the business of the Association shall consist of 25% of the active membership.

Section 6. Procedure - The latest edition of Robert's Rules of Order shall govern all meetings of the Association insofar as they are applicable and not inconsistent with the Constitution and ByLaws of the Association.

Section 7. Amendments - These ByLaws may be amended in any annual meeting by a majority vote of members present and voting provided the substance of the proposed amendment shall have been submitted 30 days prior to the meeting, in the call meeting, or at the previous meeting.

APPENDIX D

CATALOG OF DRIVE-INS, 1976-1984

(Note: The first Drive-In - 1975 - is described pp. 33-34.)

Date	Place and Focus
August 10, 1976	Quail Roost Conference Conference Center (near Durham):
	"Building Communication Links Between the Data Processing Analyst and the Institutional Researcher"

Morning presentation by Carl Johnson

Afternoon Workshop

April 22, 1977 — The Blockade Runner Motor Hotel (Wrightsville Beach):

"NCHED, HEGIS, HEW-OCR Data: What Can You do With It?"

State Level Uses ...
Ray Coble, James Olliver, Terry Tollefson

Institutional Uses ...
Public Four-Year ... (Bob Reiman, Coordinator)
Jeff Smith, Norm Uhl, Don Reichard
... HEGIS Fiscal Data and NCHED Home Base of Students Data
Don Altieri, Bob Reiman
Private Four-Year ...
Sally Horner
Community Colleges and Technical Institutes
Gary Melville

August 1, 1977 — Sheraton Crabtree Motor Inn (Raleigh):

"Conducting Follow-Up Studies of Graduates"

Follow-Up Studies of Graduates in the South: An Overview
Eva C. Galambos, SREB (Atlanta)
State Level and Institutional Interests ...
Marcus Allred, Lorace Thomas, Art Padilla, Furney James, James Olliver, Pat O'Connor
Community Colleges and Technical Institutes (Group Session)
Ed Chapman, Don Altieri, Steve Drum, William Richardson

(continued)

Date | Place and Focus

(August 1, 1977, concluded)

Independent Colleges and Universities (Group Session)
Jim Olliver, Marie Capel, Charles M. Beattie II
Public Four-Year Colleges and Universities (Group Session)
Robert Ussery, Kathy Council, Mike McCulley,
Dottie Clark, Art Padilla

March 31, 1978 — University of North Carolina at Chapel Hill:

"NCAIR Mini-Conference"

Status Report on the Survey of Graduates - Don Reichard
NCAIR Conference on Institutional Research and Student Aid - Tim Sanford

4 Concurrent Table Topic Sessions:
1) "The 1978 HEGIS Facilities Survey" - William H. Gilmore, Higher Education Facilities Commission
2) "Impact - Public vs. Private: Higher Education and Adult Development" - Ellen M. Ironside
3) "Defining the Institution's Information Flow" - Gloria J. Phoenix, N. C. A & T State University
4) "Persistence to Graduation Patterns Among Freshmen Entering UNC-CH, 1967-72" - Timothy R. Sanford

4 Concurrent Table Topic Sessions:
1) "Presenting a College to Prospective Students With Valid Information That is Both Interesting and Useful" - Bob Chapman
2) "Recent Degree Output at UNC-CH: Analysis by Field and Distribution by Sex, with Regional and National Comparisons" - P. Michael McCulley
3) "The Nitty-Gritty of Processing Studies" - Dottie Clark
4) "Fraternity/Sorority Membership and Academic Achievement in College" - Bill Wells

Informal Collegial Interchange (with appropriate accoutrements)

PIG PICKIN'

Date	Place and Focus
August 10-11, 1978	The Mid Pines Club (Southern Pines):

"Institutional Research & Student Aid" (in cooperation with the North Carolina Association of Student Financial Aid Administrators)

Address: "The Federal Government Spends Billions on Student Aid - So What!" - Joseph D. Creech
"The Student Aid Recipient Data Bank" - Jim Olliver
Introduction to the CHOICE Project - Joan Stark (University of Michigan)

Panel Discussion: "Working Relationships Between IR and Student Aid Offices on Campuses"
Sally Horner (moderator), Jim Olliver, Don Reichard, Patsy Braxton, Charles Holcombe (Isothermal Community College)

"Information for Students: Some Examples" - Robert Chapman

"The CHOICE Project: An Overview" - Joan Stark

Mid Pines Invitational Putting Contest

"Student Aid: What is Known and What We Need to Know" - Banquet Address by Jonathan Fife

Presidents' Reception

CHOICE Workshop: "Applications in IR and Student Aid" - Joan Stark

Panel Discussion: "The State Perspective"
Stan Broadway, NCSEAA (Moderator), Charles George, NCSEAA, Duffy Paul (College Foundation, Inc.)

Concurrent Discussion Sessions:
1) "Campus Study of College Work-Study" - Mary Garren (UNC
2) "Effects of Aid on College Graduates" - Tim Santord
3) "I've got some questions - can you offer some answers?" - An Analysis of Student Aid Research Questions by Larry Gracie and Pat Smith (North Carolina State U)

Luncheon Address: "Research for What?" - William M. Geer (UNC-

(James Carr, ACT, and Jerome Lee, CSS of CEEB, were resource persons)

Date	Place and Focus
April 27, 1979	Faculty Club, North Carolina State University:

"Faculty Workload Studies" Workshop

"Faculty Work-Load Studies in the UNC System" - Art Padilla
"The Faculty Perspective" - Jim Morrison
"Faculty Workload in Virginia Community Colleges" - James Sears, Tidewater Community College District Office, Portsmouth, Va. and Jag Mathur, Tidewater Community College Virginia Beach Campus
"Faculty Workload at Lenoir Community College" - Thomas Fulcher (Lenoir Community College)

Luncheon Address: "The Perspective of the College President" - David Frazier, President of Peace College

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April 18, 1980 — Ram's Clubroom, Kenan Fieldhouse, University of North Carolina at Chapel Hill:

"Drive-In Conference"

Panel: "Coping with External Reporting Requirements" Gary T. Barnes (Moderator), Linda Balfour, Robert Fry, Robert Hill, William MacIntosh, Lynwood Tharrington (North Carolina Central University)

Research Exchange Forum - Norman Uhl (Moderator)
(A) "Student Retention at UNC-CH Using the NCHED A-7," Paul Naylor
(B) "Untitled," Nathaniel Felder (UNC-Asheville)
(C) "Black and White Students' Attitudes and Perceptions of Their Campus Environments," Institute on Desegregation, Cynthia Davis-Palcic, Don Reichard

Pig Pickin' [with prize for most appropriate attire]

Date	Place and Focus
May 28-29, 1981	Durham Technical Institute and the Downtowner Motor Inn (Durham): "Planning and Institutional Research in the Two-Year College" (in cooperation with the North Carolina Department of Community Colleges)

Thursday:

Welcome: NCAIR President Sanford
Durham Tech President Phail Wynn
Vice President (Planning & Research Services)
Marcus D. Allred

Presentation: "Planning and Research Issues"
Marcus Allred, Herman Porter (Department of Community Colleges)

N. C. Community College System: Plans and Directions - Julian Wingfield

A. The Information "System"
B. A Statewide Follow-up System

Banquet Address: "Planning: Purpose, Process, and Problems," Raymond H. Dawson (UNC-General Administration)

Friday:

Setting up an MIS Consortium at Four Colleges - Ken Rollins (Pitt Community College)

Planning and Institutional Research at Caldwell Community College and Technical Institute - President H. E. Beam, Dean Don Altieri, Candace Tippett (Institutional Research Officer)

Using Personal (Micro) Computers on Campus - Ron Parker (N.C. Educational Computing Service)

July 30-August 1, 1981	Center for Continuing Education, Appalachian State University: "Research Tools and Planning Strategies"

Thursday:

Date — Place and Focus

(July 30-August 1, 1981, continued)

Open meeting - Institute on Desegregation, Jeff Smith, Coordinator

Welcome: Dr. Harvey Durham, Vice Chancellor/Academic Affairs, ASU

Keynote Address: "Planning and Research Strategies for Coping with Scarcity and Achieving Flexibility" - R. Sue Mims (University of Michigan)

Concurrent Workshop Sessions:

I. Introduction to SPSS (for beginners or as a refresher) - Karen Callahan (Appalachian State University)

II. Using the Catastrophe Theory as a Research Tool: Computing Programs for Data Analysis - Loren Cobb (Medical University of South Carolina)

"Horn in the West" - Outdoor Drama

Friday:

Concurrent Sessions:

I. Basic Statistics (What is a regression, a correlation, and what to do with them once the computer is done?) - Tom Bohannon

II. Institutional Research, Data Files, and Computing Panel: Dalton Brooks, Wanda Fisher, Preston Davis

Panel: Institutional Research and Planning
Tim Sanford (Moderator), Bob Reiman, Bob Ussery, Ben Romine, Sue Mims (Reactor)

Dinner Speaker: Dr. Jim Jackson (ASU) - "Mountain Humor and Folklore"

Saturday:
Concurrent Sessions:

Date	Place and Focus

(July 30-August 1, 1981, concluded)

I. Organizational Development for Institutional Researchers (Are institutional researchers merely data archivists, or can they function as data-based change agents?) - Paul Naylor

II. "Back at the Ranch" - Discussion and Consultation with Program Participants (a chance to ask questions and follow-up on points raised by presentors during the conference)

Mini-Computer Demonstration (Apple II)

April 23, 1982 — Five Oaks Country Club (Chapel Hill-Durham):

"Third Biennial Drive-In Conference"

"Enhancing the Role of Institutional Research within the Institution" - Gary T. Barnes

Four Concurrent Sessions:

I. Current Research Needs in Student Financial Aid - Stuart Bethune (UNC-Chapel Hill)

II. Using Multiple Linear Regression to Predict Faculty Workload - Tom Bohannon

III. The Assessment of the Financial Status of Your Institution - LaRose Spooner

IV. Mini-Workshop on Leadership Styles - Tim Sanford

Panel: "Reagonomics: Research Implications for Postsecondary Education"
Don Altieri (Moderator), Ralph Byers, Larry Fincher, Nellie Hardy

Disassembly of Porcine Quadruped (coctum erat)

Date	Place and Focus
July 16, 1982	Sandhills Community College "Institutional Renewal: The Threat and Opportunity of the Adult Learner" (in cooperation with the North Carolina Adult Education Association)

Welcome: NCAIR President Altieri
NCAEA President Norm Loewenthal (UNC-CH)
Sandhills President Raymond Stone

Keynote Address: Dr. Phail Wynn, President, Durham Technical Institute

Concurrent Discussion Groups
Facilitators and Recorders:

1. Joan Wright, NCSU; Dennis Hengstler, UNC-A
2. Tom Heath, Higher Ed Facilities; Patricia Lamb, Piedmont TC
3. Dorothea Lakin, UNC-C; John Schofield, Pitt CC
4. Robert Willis, Coastal Carolina CC; Cynthia Shay, WCU
5. Marjorie White, A & T; Bill Browder, UNC-CH
6. John Moore, Central Piedmont CC; Pat Braxton, NCSA
7. Dianna Morris, ECU; L. Steve Thornburg, Gaston College-Lincoln Co. Campus
8. Ronald Smith, A & T; Candace Tippett, Caldwell CC & TI

Research Findings and Trends in Adult and Continuing Education
Tim Sanford (Moderator), Edyth Cole (ECSU), Ron Hilbert (Durham Tech), LaRose Spooner (Meredith), Ken Wood (WCU)

Adult Learners as People: Problems, Opportunities, and the Future
Ellen Ironside, Moderator (Meredith), Ruth Alexander (UNC-G), Peter Meyer (Queens), Neill McLeod (Wake TI)
Reactors: Connie Grant (Peace), Bob Long (Rockingham CC), Jean O'Barr (Duke), Bob White (NCSU)

Date	Place and Focus
March 23, 1983	Five Oaks Country Club (Chapel Hill-Durham):
	Drive-In Conference (in cooperation with the Higher and Adult Education Graduate Program, University of North Carolina at Chapel Hill)

Panel: "Scholarly/Academic Research vs. Institutional Research: Goals, Methods, and Dissemination" Dennis Hengstler (UNC-A), Joseph Ezzell (Durham Tech), David D. Dill (UNC-CH)

Keynote Address: "New Promises, Broader Opportunities, Harsh Realities" - Farris W. Womack, Vice Chancellor for Business and Finance, UNC-CH

Special Invitational Address: "The Future of Predominantly Black Colleges and Universities" - Chancellor Albert N. Whiting, North Carolina Central University

Panel: New Perspectives on Institutional Research

1) "Trend Analysis in Higher Education" - Paul Fendt (UNC-CH)
2) "The Relationship of Administrator Development to Organizational Change" - Eugene R. Watson (UNC-CH)
3) "Lessons for Institutional Researchers from the Study of Postsecondary Education" - Timothy R. Sanford

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July 29, 1983	Durham Technical Institute:
	"North Carolina in the Year 2000" and "Forecasting Workshop"

Welcome: Edward Moore, Chief Student Services Officer, DTI
NCAIR President Bohannon

What May Happen in Communications in the 1980's - William W. Mandulak of IBM

(continued)

Date	Place and Focus

(July 29, 1983, concluded)

Concurrent Sessions

I. Robots by the Year 2000
Frank M. Grzesik, Durham Tech

II. Forecasting Models Workshop
Kenneth L. Wood and Martha M. McKinney, WCU

The North Carolina 2000 Project: History, Recommendations, and Implementation Strategies
Margaret Riddle, N. C. Department of Administration

Concurrent Sessions

I. N. C. Microelectronics Center
Richard Fair, Vice President, Research & Project Management for the Center

II. Forecasting Models Workshop
Ken Wood and Martha McKinney

Concurrent Sessions

I. Computers by the Year 2000
George F. Abbott, IBM

II. Forecasting Models Workshop
Ken Wood and Martha McKinney

November 3, 1983 — Bordeaux Motor Inn (Fayetteville):

Concurrent workshop sessions on "Strategic Planning" and "Stress Management" (in conjunction with the North Carolina Association of Colleges and Universities)

Concurrent Sessions
I. Strategic Planning - Dale F. Campbell (NCSU)
II. Stress Management - Paul D. Naylor (UNC-CH)

(continued)

Date	Place and Focus
(November 3, 1983, concluded)	
Luncheon Address: Robert W. Scott, President, N. C. Department of Community Colleges	
July 26-27, 1984	Cherokee Holiday Inn (Cherokee) and Western Carolina University
	"Higher Education: Leadership and The Legislator"

Thursday (in Cherokee):

Workshop - Your Leadership Matrix - Ron Butler, NCSU

Workshop - Time Management - Dr. Butler

Attitude Adjustment/Social Hour

"Unto These Hills" - Outdoor Drama

Friday (at Western Carolina U):

The Migration of the Scotch-Irish to Western North Carolina - slide tape show

Welcome: Robert E. Stoltz, Vice Chancellor/Academic Affairs, WCU

How the North Carolina Legislature Perceives Higher Education - The Honorable Charles W. Hipps, Member, North Carolina Senate

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November 1, 1984	Adam's Mark Motel (Charlotte):
	"The Evolution of NCHEMS: New Research, New Products, and New Services" (in conjunction with NCACU)

Welcome: NCAIR President Spooner

NCHEMS & NCHEMS Management Services, Inc.: "New Programs & Services in Response to Changing Priorities in Higher Education - Jana B. Matthews, President, NCHEMS Management Services, Inc.

"The Relevancy of NCHEMS Programs & Services to the Needs of NCAIR Members" - Dr. Matthews

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APPENDIX E

NCAIR's Prize-winning "Essays" (1982)

Pig-Pickins portend potential primary propensities, particularly production-packing processes penetrating past perilous pituitary particles, proving periwinkle profunderers' puck-padded portfolios printed "How Dichotomous Bilevelization of Idiosyncratic Verisimilitude Improves Pig Pickins."

-- Denny Hengstler

* * * * * *

How Dichotomous Bilevelization of Idiosyncratic Varisimilitude Improves Pig Pickins by Donald J Reichard

Pig Pickin is improved when one opens the oral cavity, inserts elements of the porcine species, and masticates thoroughly. Research and strategic planning principles have demonstrated that porcine consumption is also enhanced through the development of appropriate conceptual models for the attainment of culinary effectiveness emphasizing special implications for the minimization of man-hour maintenance operations with regard to the cleansing of primary and ancillary implements used in porcine consumption processes. As ontogeny recapitulates phylogeny, one should eschew obfuscation at all costs.

* * * * * *

Dichotomous Bilevelization of Idiosyncratic Verisimilitude (serves you right to have to recall it) is indeed today's answer as to the increased effectiveness and efficiency of the total process of a pig pickin.

The process provides for a central storage of base data (the pig) to be placed on line to be shared by as many greedy, hungry individuals as can gain access to it within a pre-arranged, scheduled period of time set for distribution.

The greatest issue to be aware of, in trying to avoid conflict, would be to pre-program the objective so as to not lose sight of the main objective - that the object be ready for devouring at the exact time so that the waiting mob be satisfied that the product was delivered on schedule.

Said as much as the title deserves!

-- Pat Braxton

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